



Employees' Consultative Forum Supplemental Agenda

Date: Thursday 19 September 2024

9. **Annual Health and Safety Report for 2023-2024** (Pages 3 - 76)
Report of the Director of Human Resources and Organisational Development
10. **Annual Workforce Equality Report** (Pages 77 - 114)
Report of the Assistant Director of Corporate Strategy

Note: In accordance with the Local Government (Access to Information) Act 1985, the following agenda item has been admitted late to the agenda by virtue of the special circumstances and urgency detailed below:-

<u>Agenda Item</u>	<u>Special Circumstances/Grounds for Urgency</u>
9. Annual Health and Safety Report for 2023-2024	The two reports listed were not available at the time the agenda was published. The cover reports and appendices were not available at the time the agenda was printed and circulated. Members of the Forum are requested to consider these items, as a matter of urgency, in order to have an informed understanding of the reports.
10. Annual Workforce Equality Report	

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Report for: Employees' Consultative Forum

Date of Meeting:	19 September 2024
Subject:	Information Report - Annual Health and Safety Report for 2023-2024
Responsible Officer:	Stacy Bailey, Director of Human Resources & Organisational Development
Exempt:	No
Wards affected:	N/A
Enclosures:	Appendix 1 – Analysis Report for Accidents and Incidents Q1 to Q 4 (Apr 23 – Mar 24) Appendix 2 – Accident/Incidents Trends Appendix 3 – H&S Strategy 2022-2025 and Corporate H&S Performance Plan 2023-2024 Appendix 4 – Employee Assistance Programme Utilisation Data (March 23 – February 24)

Section 1 – Summary and Recommendations

This report details the annual review of H&S performance to enable the Council to determine its effectiveness in managing risk and address any shortcomings.

Recommendations:

The Forum is requested to:

1. Note the Accidents and Incidents report for information
2. Note the H&S Strategy and Corporate H&S Plan as set out in Appendix 3
3. Note the information on Employee Assistance Programme

Reason: To update the Forum on the Annual Health and Safety report.

Section 2 – Report

This report summarises the Council's health and safety (H&S) performance for the year 1st April 2023 to 31st March 2024, providing an update of activities and giving information on outcome measures – training, audits and accidents. This report also includes the:

- 2022/25 H&S Strategy
- 2023/24 Corporate H&S Performance Plan

Executive Summary

2.1. The Corporate H&S Service has continued to develop the H&S management system and provide support and guidance across the organisation.

2.2. The key work streams undertaken by the H&S team have been:

- The annual review of the Corporate H&S Policy
- Reviewed a number of H&S policy arrangements and codes of practice
- Provision of H&S support, advice and guidance across resources, place, people directorates and in schools.
- Reviewed and amended the H&S handbook.
- Delivery of H&S management system refresher training by the H&S team.
 - 604 staff have completed the Evotix Assure H&S management system refresher training/relaunch
 - 9 staff have attended Display Screen Equipment hub4 management portal refresher training on adding 'users', launching and following up issues and making reasonable adjustments.

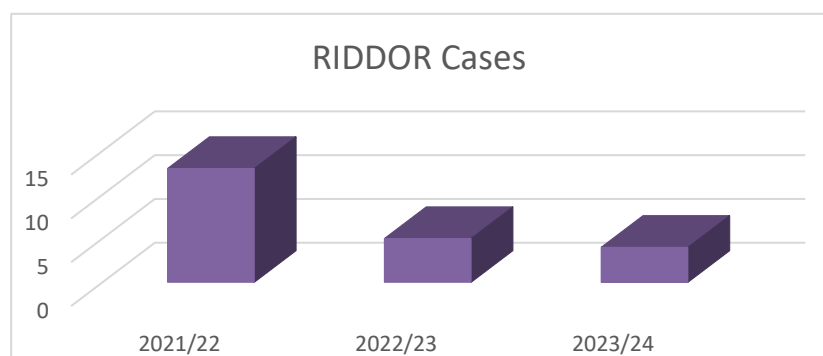
- Inspections, audits, site visits, monitoring and investigation of accidents/incidents
 - 8 H&S audits were undertaken in 23/24 (all children centres), limited due to resource issues, there were 55 in the two-years previous.
 - Only 2 team management self-audits were undertaken 23/24, 12 in the 2 years previously.
 - 14 school audits were completed.
 - As 19 schools and 1 children centre were audited in 2022/23 they will be audited next in 2024/25 - as these schools were deemed compliant, leading to the decision to conduct the audit after 2 years.
 - Audit actions are articulated on to Evotix Assure

- Risk Assessments
 - 370 risk assessments on SHE Assure, 84% (309) have no review date set.
 - 50% the 370 are over 1 year old, a default review period unless otherwise specified.
 - Of the remaining 61 assessments (with review dates) 60% (37) are overdue for review.
 - Arguably we have an overdue review run rate of 63%.

2.3. HR continues to manage the occupational health (OH) service and employee assistance programme (EAP), due to direct links with employment and sickness.

2.4. Key incident indicators are as follows:

- No enforcement action from the HSE.
- There has been a 52% increase in the number (558) of accidents/incidents reported in comparison with the previous year. This increase could be attributed to the Evotix Assure relaunch and working with key stakeholders to create a positive Health and Safety Culture.
 - There has been a decrease to 4 in the number of RIDDOR incidents



- For maintained schools who buy into the H&S SLA, The H&S team has been working in partnership with the Head Teachers and promoting continuous improvement in the performance of each school's H&S arrangements. The audits program is key for promoting continuous improvement. Additionally, we are actively requesting all other non SLA maintained schools to provide compliance data.
- The accident/incident data for SLA maintained schools is generated from the incident reports on Evotix Assure system.

Improvement Plan

- 2.5. Following the completion of an external audit in March 2016, a series of actions were approved by the Corporate Strategic Board and the Governance, Audit, Risk Management and Standards Committee (GARMSC) culminating in a three-year H&S strategy document including an annual corporate H&S performance plan setting out the aims and objectives for the Council to meet the strategy.
- 2.6. The action plan is monitored quarterly by the Corporate Health & Safety Board. The focus is on transparency and ensuring all leaders and staff are aware of their responsibilities and that effective governance is in place.
- 2.7. The Corporate Health & Safety Policy for the Council has been reviewed and consulted on, with feedback from the trade unions incorporated. At the time of writing, the policy is being prepared for the Managing Director to sign.
- 2.8. High priority will be placed on outstanding actions from the Corporate Health & Safety Performance Action Plan, ensuring they are implemented. In particular:
 - Management self-audits
 - General H&S service led audits corporately and for maintained schools
 - Introduction to incident investigation course for first line managers
 - Promote incident reporting

H&S Policy and Guidance

- 2.9. A review of H&S, policy, arrangements and codes of practice was undertaken this year, and are now in the consultation stage with stake holders. This is to ensure London Borough of Harrow meets its obligations under the H&S at Work Act (HASAWA)1974.
- 2.10. The following documents have been reviewed and are now in the consultation stages
 - Asbestos policy
 - Health & Safety policy
 - Display Screen Equipment Code of Practice
 - Health & Safety Performance Plan

- Health & Safety Handbook
- Personal Emergency Evacuation Plan Guidance

H&S Groups

2.11. Head of Corporate Health & Safety meets with stakeholders and unions regularly to discuss a variety of health, safety and welfare issues. The Corporate H&S Board (CHSB) has continued to hold meetings both virtually and in person to discuss and track a variety of issues arising.

Safety Culture

2.12. Safety Circle meetings have now restarted in some areas. Reminders have been sent to Directorates and the H&S Team is keen to further engage with these meetings through the period 2024-2025 as the focus needs to shift from reactive to anyone having any issues they want to raise, at a proactive monitoring forum.

2.13. The updated H&S handbook is available to all staff, including those within schools. A copy of the handbook can be downloaded from Evotix Assure document library, [reference 133](#).

Risk Assessments, H&S Visits, Inspections and Audits

2.14. Site visits, risk assessments, audits in schools, inspections and accident investigations have continued to be performed by the Corporate H&S service through the organisation.

2.15. Of the 370 risk assessments on SHE Assure, 84% (309) have no review date set, 50% are over 1 year old. Of the remaining 61 assessments (with review dates) 60% (37) are overdue for review. Therefore, arguably we have an overdue review run rate of 63%. H&S will review & purge old assessments, engage team managers, offer training. Senior managers to include as an annual appraisal target.

2.16. Fire Risk Assessments (FRAs) completed:

- 51 FRAs at corporate, libraries, children centres and parks been carried out
- 339 Council Housing FRAs completed
- 21 school FRA were found to be within review date through audit out of 24 and an action was raised against the 3 schools .

2.17. Asbestos re-inspection surveys were carried out on all corporate buildings, 11 community schools with SLA schools, 412 Council Housing Asbestos surveys have been completed within this period, while others have been completed they were not uploaded onto the 365 system at the time of generating this report.

2.18. Facilities Management will be uploading all maintained school compliance data to their new Concerto system Q4 2024/25.

2.19. Audits

- 2 Management self-audits have been carried out within this period.
- 8 H&S service led audits were completed for the Children Centres (aka Hubs)
- 14 maintained schools; the other 19 schools and 1 Children Centre were deemed compliant in the previous year and will be audited in 2024/25.

2.20. DSE 60% e-learning and self-assessment compliance in the last year, however this is too onerous and should be reduced to 3-year cycle or sooner if required (significant change/requested (issues developing)).

Occupational Health (OH) & Employee Assistance Program (EAP)

2.21. Medigold provide the OH service and Health Assured the EAP, these are overseen by HR.

2.22. The OH Service continues to provide adequate health surveillance, return to work rehabilitation, health promotion and reduction of work-related sickness absence.

2.23. **Appendix 4** provides a breakdown of EAP Utilisation

2.24. The EAP has continued to be promoted. Employees can freely obtain a range of services including specialist counselling and financial advice.

Promotion of Health, Safety and Wellbeing

2.25. Practical initiatives and steps have also been taken to support staff's mental health and wellbeing such as support resources on the intranet and the Wellbeing awareness days where there is a variety of activities, and other events on the wellbeing calendar.

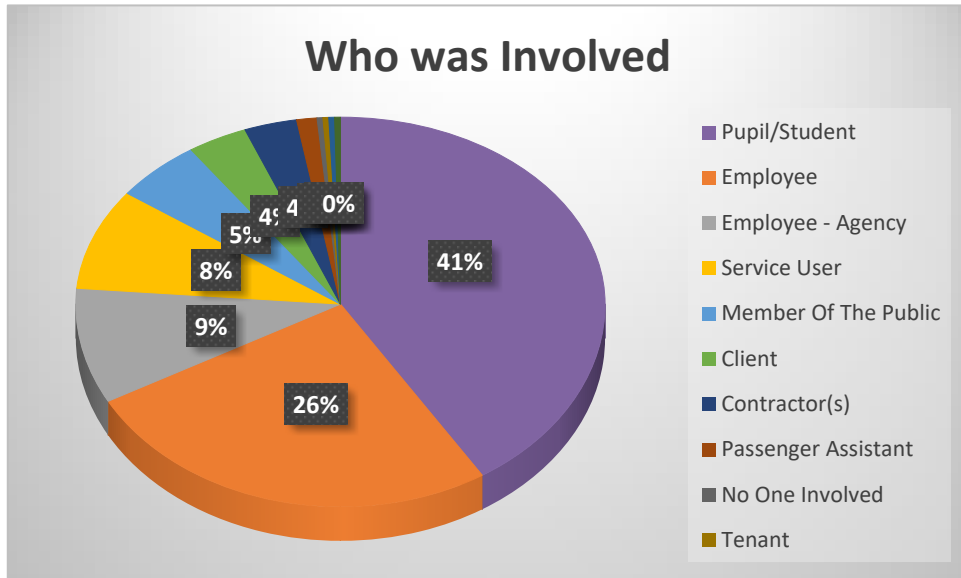
2.26. The Council has trained at least 15 wellbeing champions in this period. MECC Training offered to all wellbeing champions. Support Mental health awareness week, world mental health day and suicide prevention day. MHFA refresher training for wellbeing champions is in progress.

Incidents reported

2.27. Incident performance is monitored by the Corporate H&S Board (CHSB) on a quarterly basis. The data is considered both in terms of volume and through key performance indicators which allow consideration of the number of employees and number of employee hours worked.

2.28. There have been 136 employee related incidents in this period (this includes all near misses, not just accidents), which is 26% of all incidents/accidents reported.

NB. Fewer reports does not necessarily indicate fewer incidents.

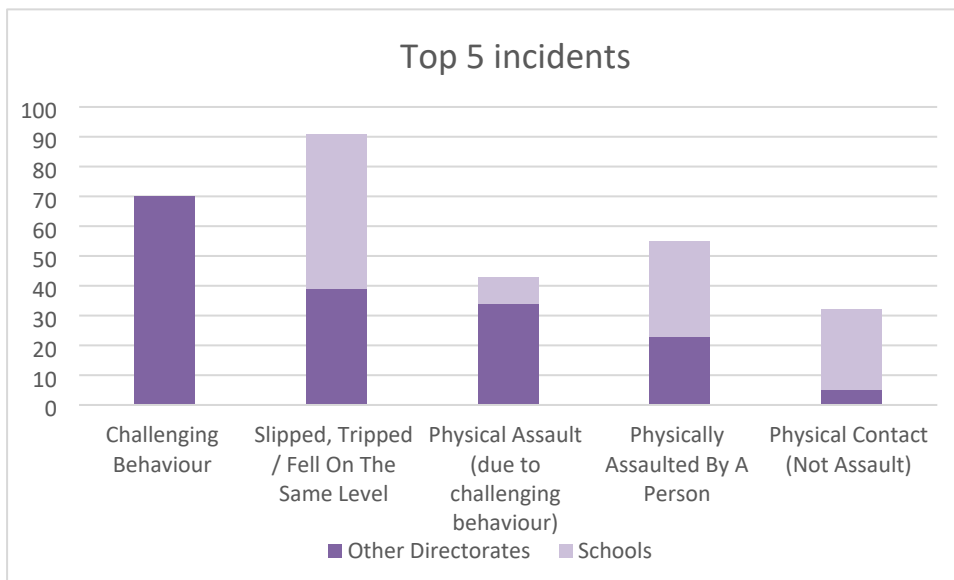


2.29. This year the top 5 accident types across the corporate estate, including schools (who buy into the H&S SLA), were –

1. Slipped, Tripped / Fell on the same level 91
2. Challenging behaviour 70
3. Physically assaulted by a person 55
4. Physical assault (due to challenging behaviour from children) 43
5. Physical contact (not assault) 32

Please note, some of the above incidents were in SEN schools.

Across the Council, 4 RIDDOR types of incidents were recorded. A further breakdown is included in **Appendix 1**



- 2.30. **Place directorate accounted for 51% out of 558 incidents recorded for the year 2022/23.** Of the 285 incidents recorded, the majority of incidents reported were minor.
- 2.31. **People's directorate accounted for 14% out of 558 incidents recorded for the year 2022/23.** Of the 78 incidents recorded, the majority of incidents reported were minor.
- 2.32. **Resources directorate accounted for 1.3% out of 558 incidents recorded for the year 2022/23.** Of the 7 incidents recorded, the majority of incidents reported were moderate.
- 2.33. **Schools accounted for 33.7% out of 558 incidents recorded for the year 2022/23.** Of the 188 incidents recorded. the majority of incidents reported were moderate.

H&S Training

- 2.34. Refresher training programme has continued to be delivered by the Corporate H&S Service, however due to the shutting down of the training academy this is on hold. Then risk assessment level 3 training course is currently under review.
- 2.35. Staff are able to access the mandatory general H&S module through LMS365. The completion rate of the mandatory H&S training on LMS365 across all directorates is 87.6%.
- 2.36. 60% of Staff have completed their display screen equipment DSEasy refresher training in the last 12-months
- 2.37. System refresher training completed in this timeframe include.
- 604 staff completed the SHE Assure refresher training
 - 9 managers completed the DSE hub4 refresher training

Legislation Update

- 2.38. The period 2023/24 saw some changes in legislation, guidance, codes of practice, health & safety updates and general safety notices as follows:
- **First aid at work: Guidance on regulations 2013 (as amended 2018 and 2024) -** The third edition, revised in 2024, incorporates minor updates to underscore employers' obligations to consider employees' mental health in their first-aid needs assessment, replace 'catastrophic bleeding' with 'life-threatening bleeding' while offering enhanced guidance on risk mitigation, and streamline the process for determining appropriate first aid measures.
 - **Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR) Guidance updated in 2024 -** The H&S Executive (HSE) released updates aimed at clarifying incident reporting requirements and improving form usability under the Reporting of Injuries, Diseases, and Dangerous Occurrences Regulations (RIDDOR). [HSE releases updates to RIDDOR guidance | IOSH magazine](#)

Stakeholder Feedback

- 2.39. The Corporate Health & Safety Board, chaired by the Director of HR and OD, includes representatives from both recognized Trade Unions, who continue to be proactive in their approach to health & safety.
- 2.40. Collaboration with the trade unions, through the sharing of relevant documents and addressing raised concerns, has positively impacted the implementation of Health & Safety within the Council. Notably, access to risk assessments, safe systems of work, safety tours, policies, procedures, and all other documents is facilitated through the Evotix Assure software, the Council's H&S management system.

Management Assurance

- 2.41. Monitoring of H&S performance within the organisation will continue to sit with the Corporate Health & Safety Board, on a quarterly basis.
- 2.42. Quarterly updates around performance, H&S strategy & Corporate H&S performance plan, accident/incidents data, and policies are usually presented to the Corporate Leadership Team.

Plans for April 2024 - March 2025

- 2.43. The key actions for 2024/25 include the following:
- Corporate H&S to initiate a new audit plan Q3 2024.
 - Corporate H&S to support managers to complete self-audits.
 - Implement a new corporate H&S structure that supports the whole of the Council with qualified H&S professionals.
 - DSE e-learning and self-assessment is too onerous and should be reduced to 3-year cycle or sooner if required (significant change/requested (issues developing) Head of Corporate H&S will consult.
 - Corporate H&S will continue to lead on plans to monitor operational and occupational risk assessments.
 - Corporate relaunch/take up of the Evotix Assure software as the recognised software system for all H&S matters including reporting of work-related incidents that happen while working from home. Focus will be placed on training individuals and teams on the use of Evotix Assure software.
 - H&S support and advice within the London Borough of Harrow.
 - Implementation of the H&S strategy and the Corporate H&S plan.

Legal Implications

- 2.44. The Health and Safety at Work etc Act 1974 requires employers to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees, and to prepare (and review) a policy in relation to it.
- 2.45. There has been no enforcement action from the HSE in this time frame. Recommendations of the ECF for implementation have to be referred to the relevant portfolio holder or Cabinet
- 2.46. The Council’s Constitution states the following at Part 3A Terms of Reference for the Employees’ Consultative Forum (ECF): ...

3.0 Health & Safety

3.1 The ECF will seek to promote health and safety and welfare within the Council and will keep under review the measures taken to ensure health and safety and welfare at work.

The Forum will receive and comment on reports, including:

- The Council’s half-year and annual health and safety performance report providing an update of health and safety activities and giving information on outcome measures.

Financial Implications

2.47. There is a revenue budget of £345k (net) to support H&S function across the organisation, not including HRA H&S compliance manager post.

Risk Management Implications

- 2.48. Risks included on corporate or directorate risk register? **Yes**
- 2.49. Separate risk register in place? **Yes**
- 2.50. The relevant risks contained in the register are attached/summarised below

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Failure to fulfil the Council’s Health & Safety duties leading to a harmful event for individual/individuals for whom the Council is responsible leading to litigation	Continual monitoring of key measures listed in the corporate risk register 2023/24 to manage risk to ensure they are being implemented and are effective. Review of the H&S service and its structure to enable it to be sustainable in the long term for future council requirements Implementation of the further actions listed in the corporate risk register.	RED

Equalities implications / Public Sector Equality Duty

2.51. Protected characteristics are constantly measured as part of any H&S system, especially aspects of age and disability.

Council Priorities

2.52. The delivery of H&S management is integral to and supports the achievement of all Corporate Priorities and individuals.

Section 3 - Statutory Officer Clearance

Statutory Officer: Sharon Daniels

Signed by the Chief Financial Officer

Date: 12 September 2024

Statutory Officer: Caroline Eccles

Signed on behalf of the Monitoring Officer

Date: 12 September 2024

Chief Officer: Stacy Bailey

Signed by the relevant Director

Date: 5 July 2024

Mandatory Checks

Ward Councillors notified: No, as it impacts on all Wards

EqIA carried out: No, as no decision is required.

Section 4 - Contact Details and Background Papers

Contact: Clyde Jackett, Dip2OSH, CMIOSH | Head of H&S (interim)

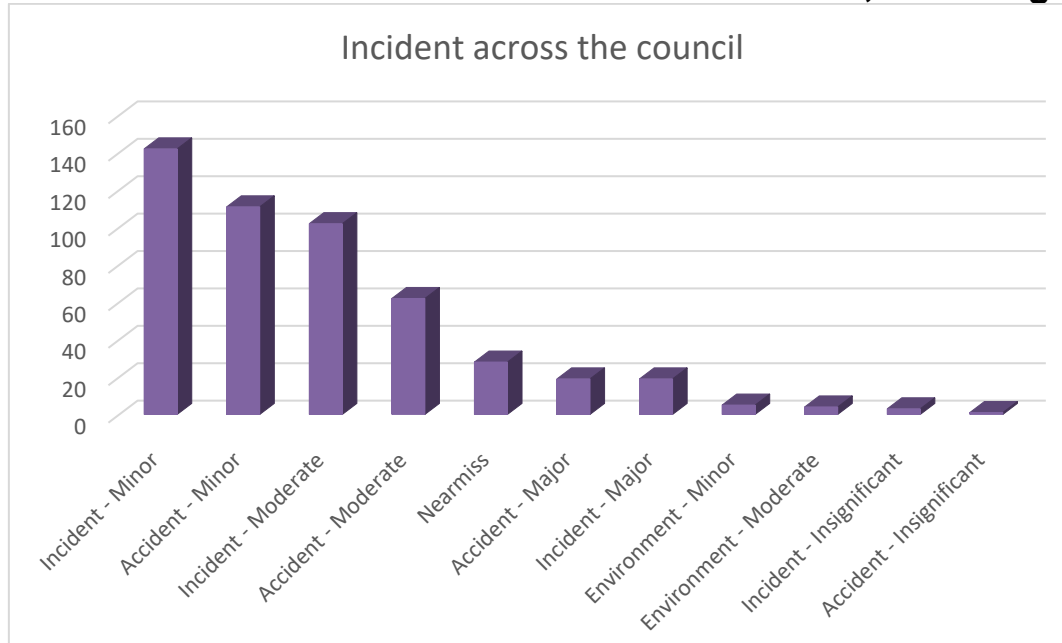
Email: clyde.jackett@harrow.gov.uk

Background Documents: None

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Appendix 1 of the H&S Year End Report - Accident / Incident Analysis Report for Q1 to Q4 (2023/24) - All Directorates

Number of incidents recorded across the council, including maintained schools (in the H&S SLA)



Total reported incidents reported across the council was 558 which is an increase of 192 (52%) from the previous year. This increase could be attributed to the relaunch of the Evox Assure.

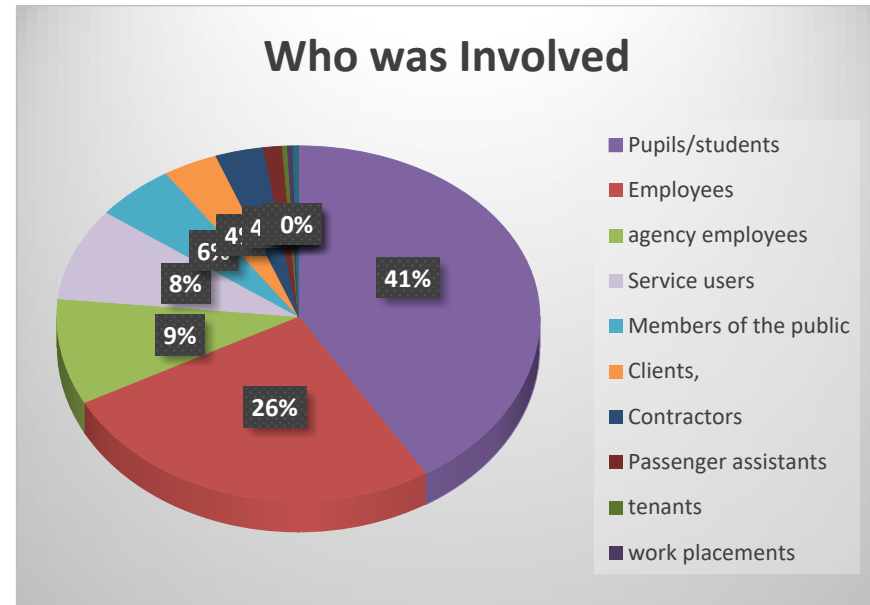
- Place 285
- Schools 188
- People 78
- Resources 7

Classification by 'Who' was Involved (Total Incidents)

The incidents involved:

- 214 Pupils/students
- 136 Employees
- 48 agency employees
- 43 Service users
- 28 Members of the public
- 20 Clients,
- 18 Contractors
- 7 Passenger assistants
- 2 tenants
- 2 work placements
- 2 young persons
- 2 cases with no one involved

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RIDDORS

Ref	Row Labels	Reason	Who	Directorate
1	Slip, Trip, and fell on the same level	Over 7-day injury	Staff	School
2	Slip, Trip, and fell on the same level	Over 7-day injury	Staff	Place
3	Hit by a moving object (collapsible table)	Taken to hospital for treatment (broken toe)	Pupil	School
4	Incident involving a vehicle (PTS hit lamppost)	Specified injury (fracture)	Staff	Place

Lost Time Incidents for Q1-Q4 -Employees

Person Injured	Days Lost
Employees	492

Accident Incident Rate = 9.42

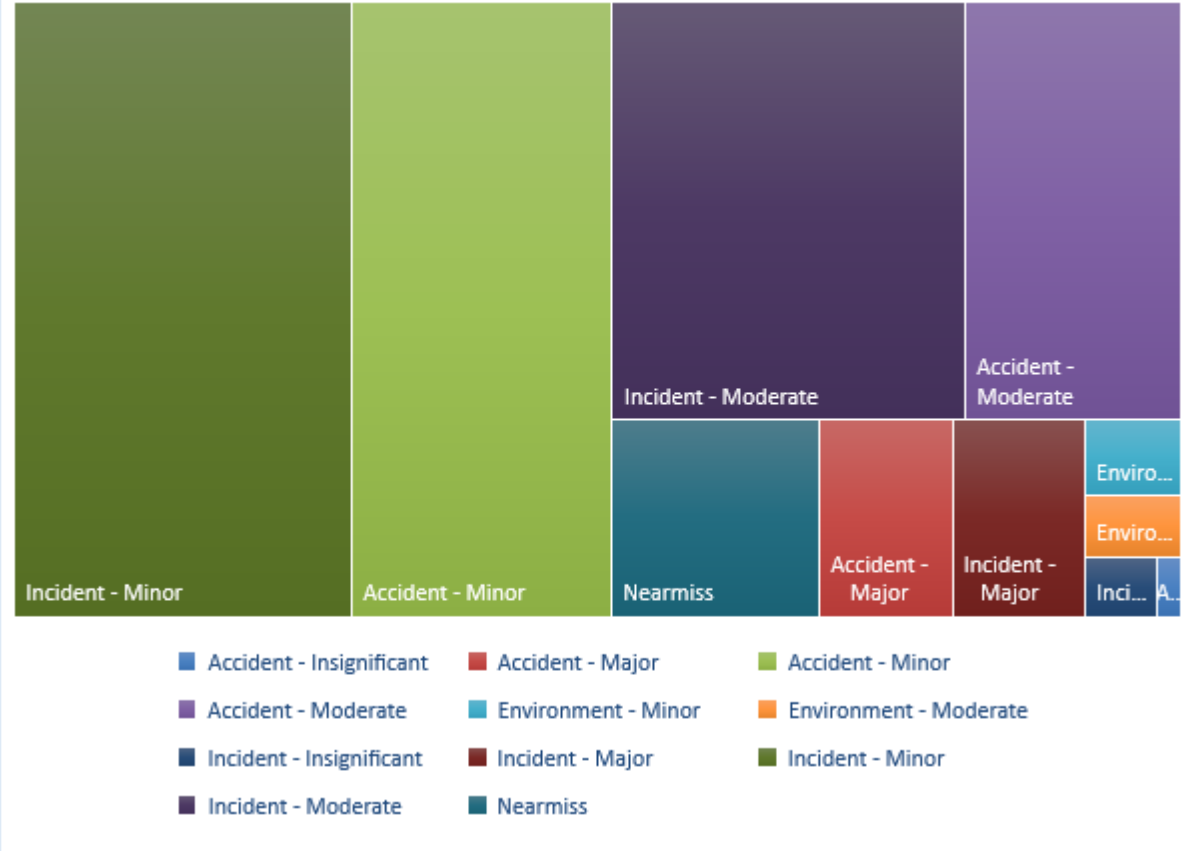
Accident Incidentce Rate is calculated by the No of lost time defined accidents per thousand employees:

$$\frac{\text{No of defined accidents}}{\text{Average number of employees}} \times 1000 \quad \left(\frac{20}{2,125} \times 1000 = 9.42 \right)$$

Note, the below

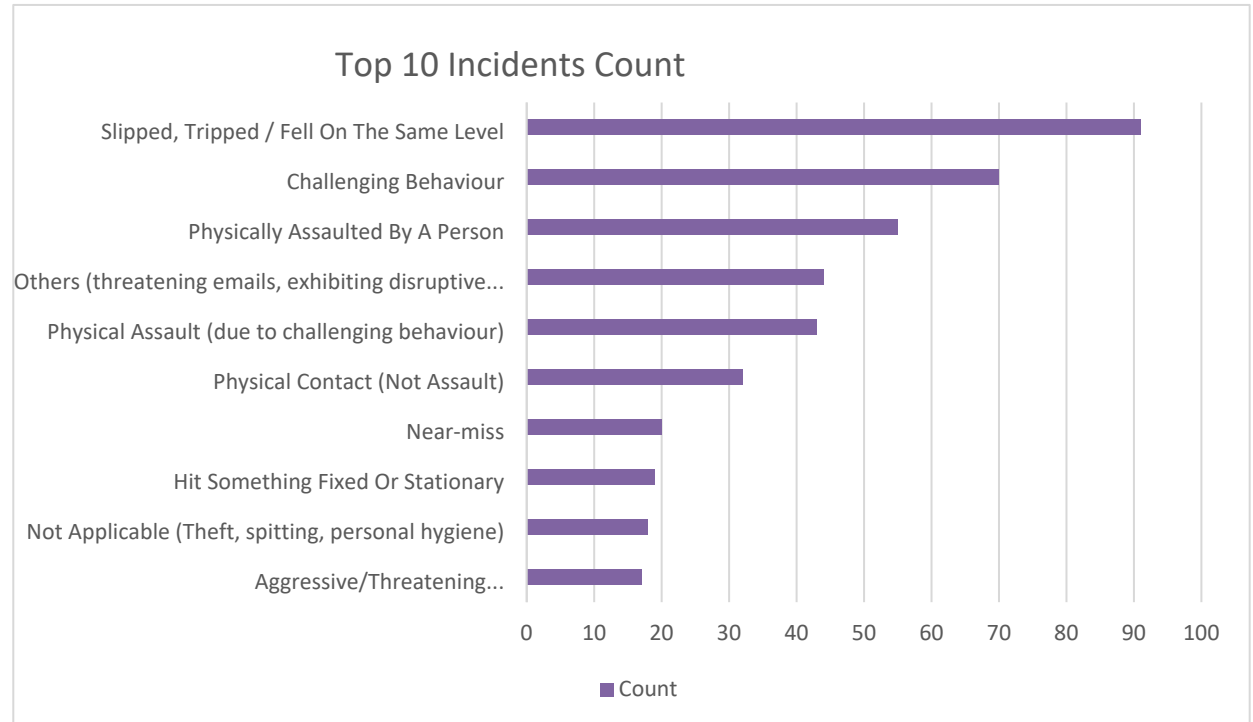
- The Number of employee accidents (20) includes all incidents, injuries, or accidents that involve employees and result in lost work time or medical treatment.
- The Average number of employees (2,125 according to HR) working in the organization during the time period being considered.

Incidents Severity for Q1 - Q4



Top 10 Categories of Accidents/Incident across the Council-Including Maintained Schools (in the SLA)

Categories of Accidents/Incidents	Count
Slipped, Tripped / Fell On The Same Level	91
Challenging Behaviour	70
Physically Assaulted By A Person	55
Others (threatening emails, exhibiting disruptive behaviour, etc).	44
Physical Assault (due to challenging behaviour)	43
Physical Contact (Not Assault)	32
Near-miss	20
Hit Something Fixed Or Stationary	19
Not Applicable (Theft, spitting, personal hygiene)	18
Aggressive/Threatening Behaviour	17



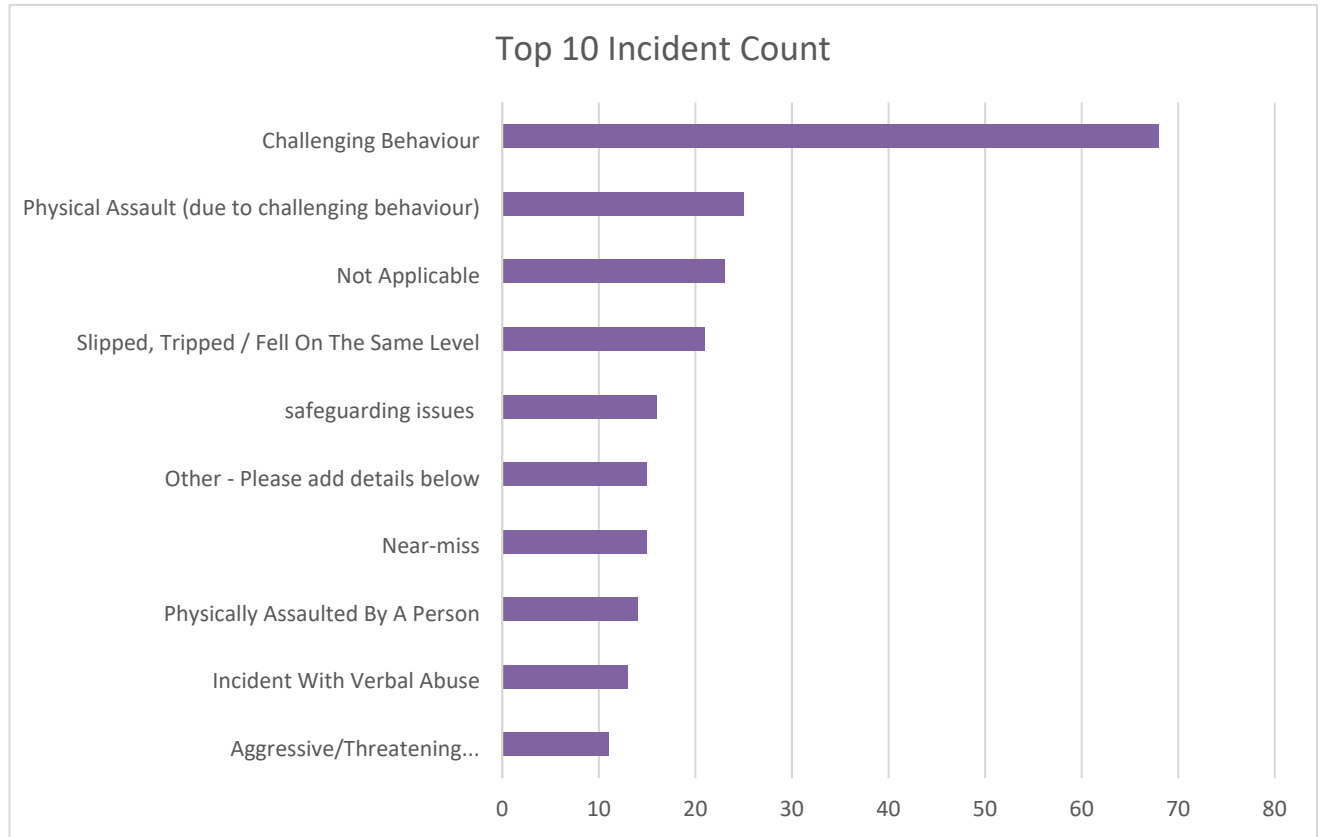
Types of Accidents/Incidents	Other Directorates	Schools	Grand Total
Slipped, Tripped or Fell On The Same Level	39	52	91
Challenging Behaviour	70	0	70
Physical Assault (due to challenging behaviour)	34	9	43
Physical Contact (Not Assault)	5	27	32

Place

Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2023 – 31st March 2024)

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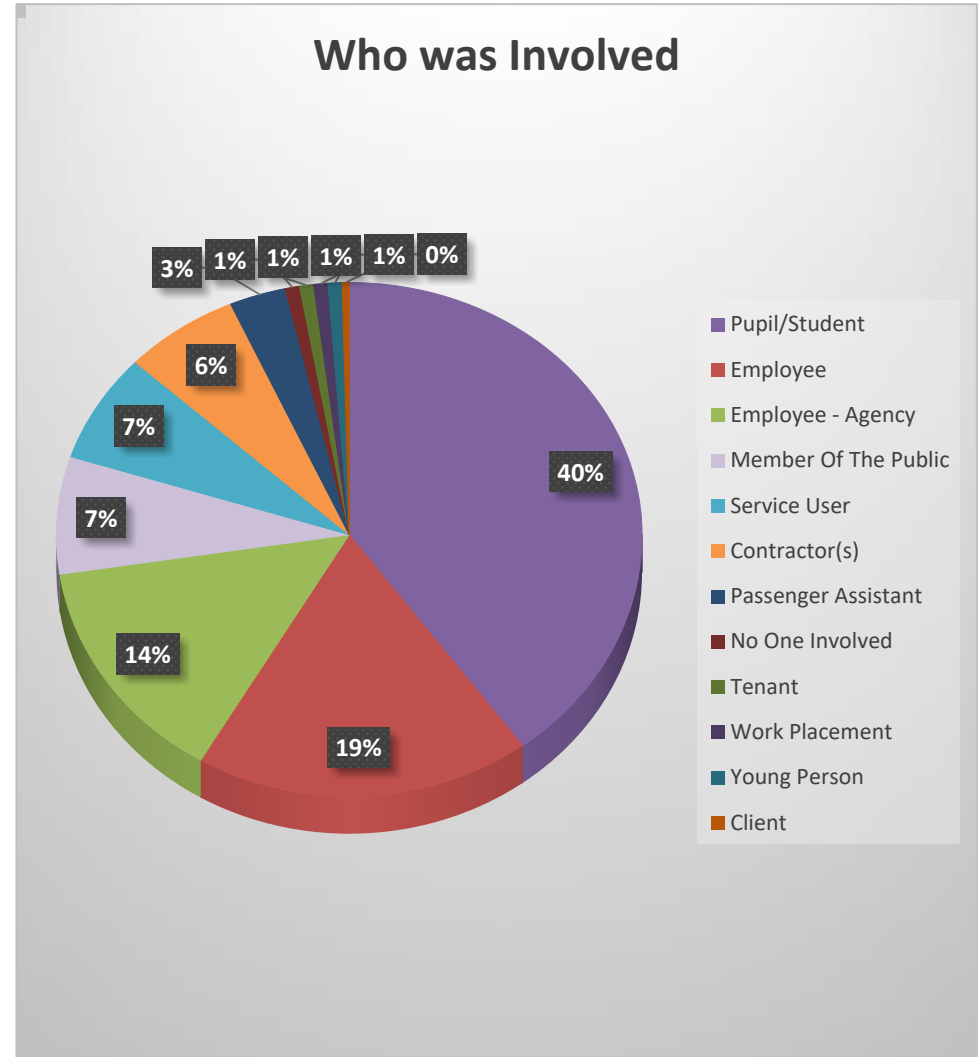
Categories of Accidents/Incidents	Count
Challenging Behaviour	68
Physical Assault (due to challenging behaviour)	25
Not Applicable	23
Slipped, Tripped / Fell On The Same Level	21
Safeguarding issues	16
Near-miss	15
Other - Please add details below	15
Physically Assaulted By A Person	14
Incident With Verbal Abuse	13
Aggressive/Threatening Behaviour	11



Classification by Who was Involved

Who was involved	Count of Who Was Involved
Pupil/Student	99
Employee	46
Employee - Agency	35
Member Of The Public	18
Service User	17
Contractor(s)	16
Passenger Assistant	8
No One Involved	2
Tenant	2
Work Placement	2
Young Person	2
Client	1

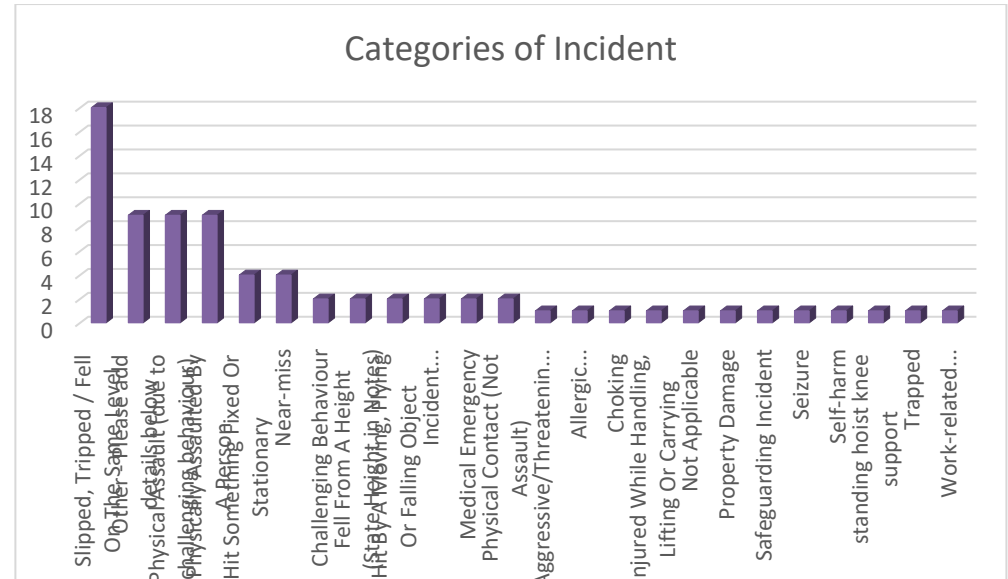
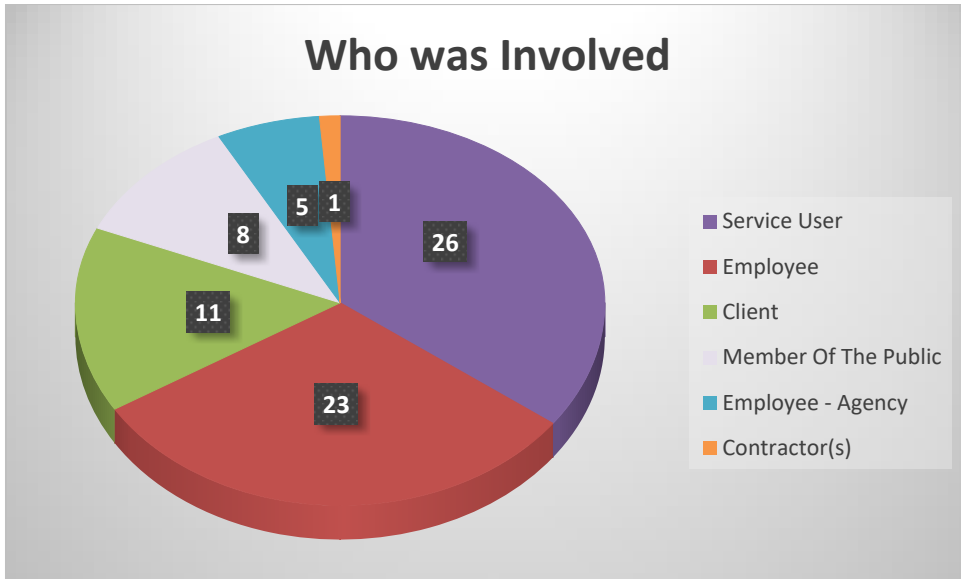
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People

Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2023 – 31st March 2024)

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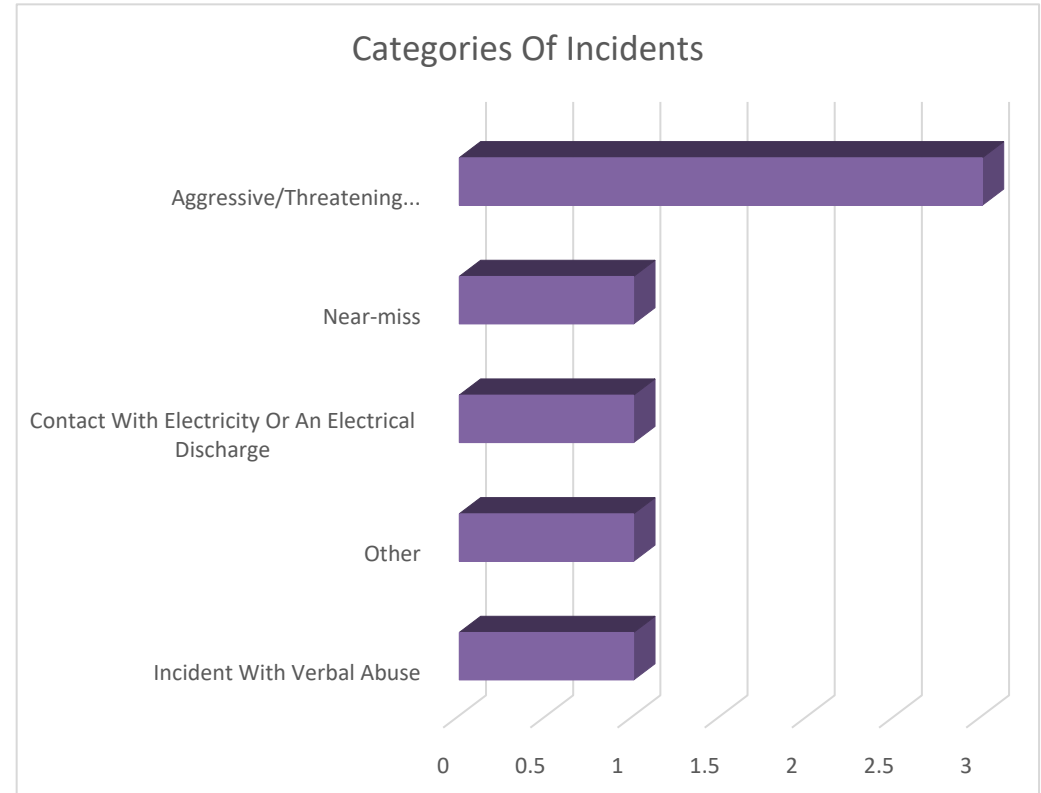


Top 5 Accidents/Incidents - People		
Cause	Count	Breakdown
Slipped, Tripped / Fell On The Same Level	18	7 of these incidents occurred in Adult Social Service, and 11 in Children and Young People Services. They resulted in minor, and moderate incident severity.
Physically Assaulted By A Person	9	2 of these incidents occurred in Adult Social Service, and 7 in Children and Young People Services Children and Young Peoples. They resulted in minor, major, and moderate incident severity.
Physical Assault (due to challenging behaviour)	9	2 of these incidents occurred at Children and Young People services, and 7 occurred in Adult Social Service. They resulted in minor, and major incident severity.
Near-miss	4	3 of these incidents were in Adult social services, and 1 in Children and Young People Services Children and Young Peoples. They resulted in minor, major and moderate incident severity.
Hit Something Fixed Or Stationary	4	3 of these incidents were in Children and Young Peoples Services and 1 in adult social service. These resulted in near misses

Resources

Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2023 – 31st March 2024)

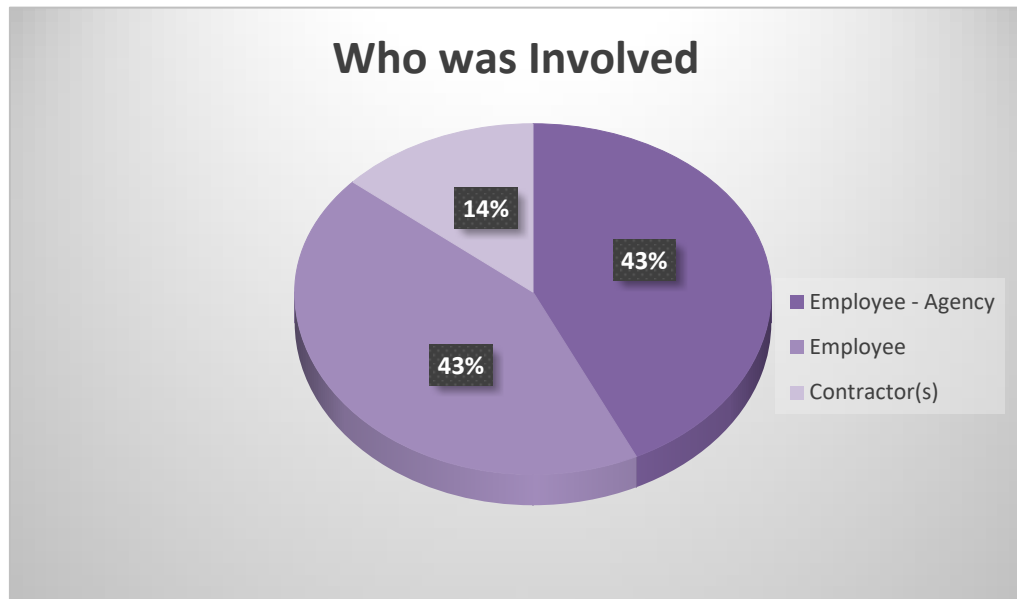
Accident/Incident Categories	Count
Aggressive/Threatening Behaviour	3
Incident With Verbal Abuse	1
Others	1
Contact With Electricity Or An Electrical Discharge	1
Near-miss	1
Grand Total	7



Top Accidents/Incidents	Count	Commentary
Aggressive/Threatening Behaviour	3	100% of these incidents occurred in Customer Services & Business Support.

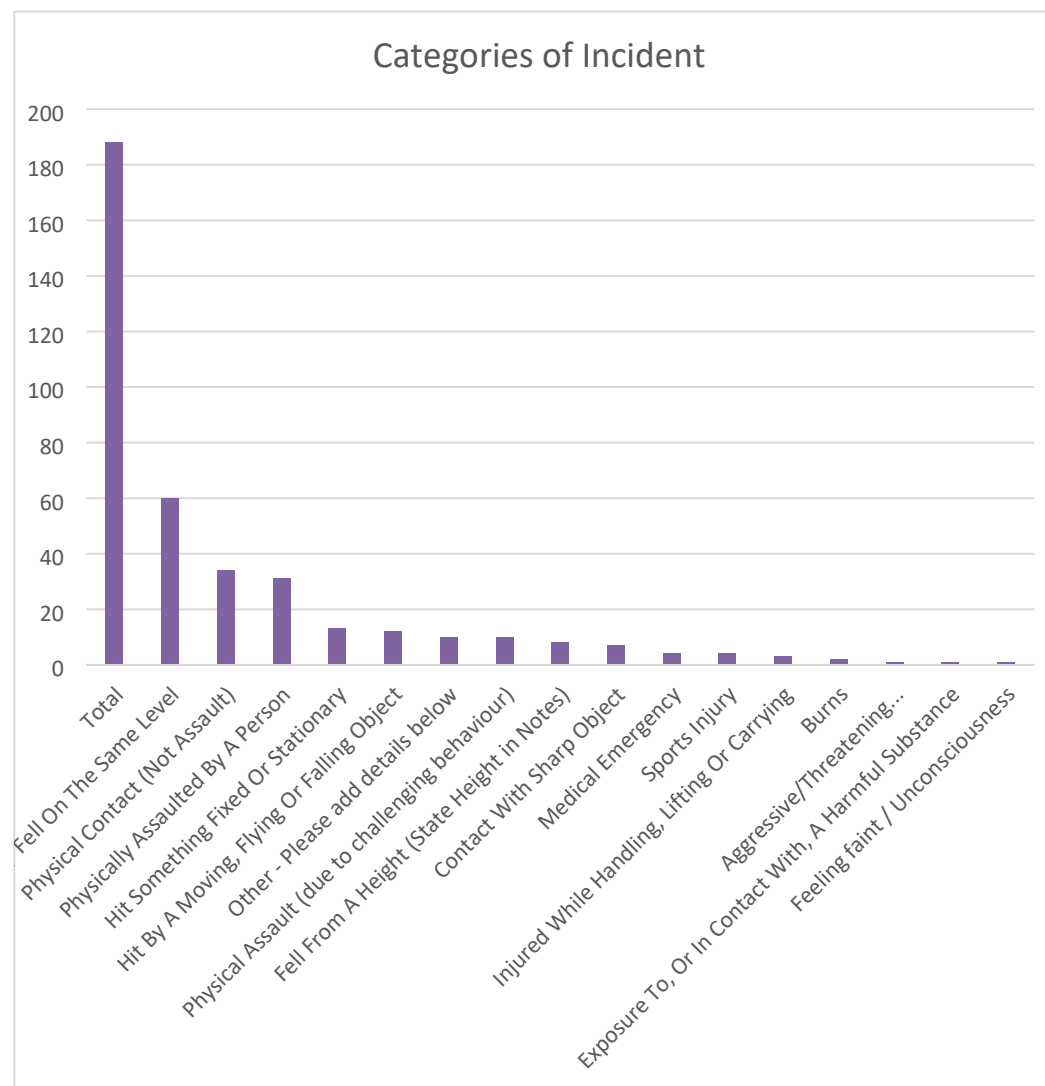
Classification by Occupation

Row Labels	Count of Who Was Involved
Employee	3
Employee - Agency	3
Contractors	1
Total	7

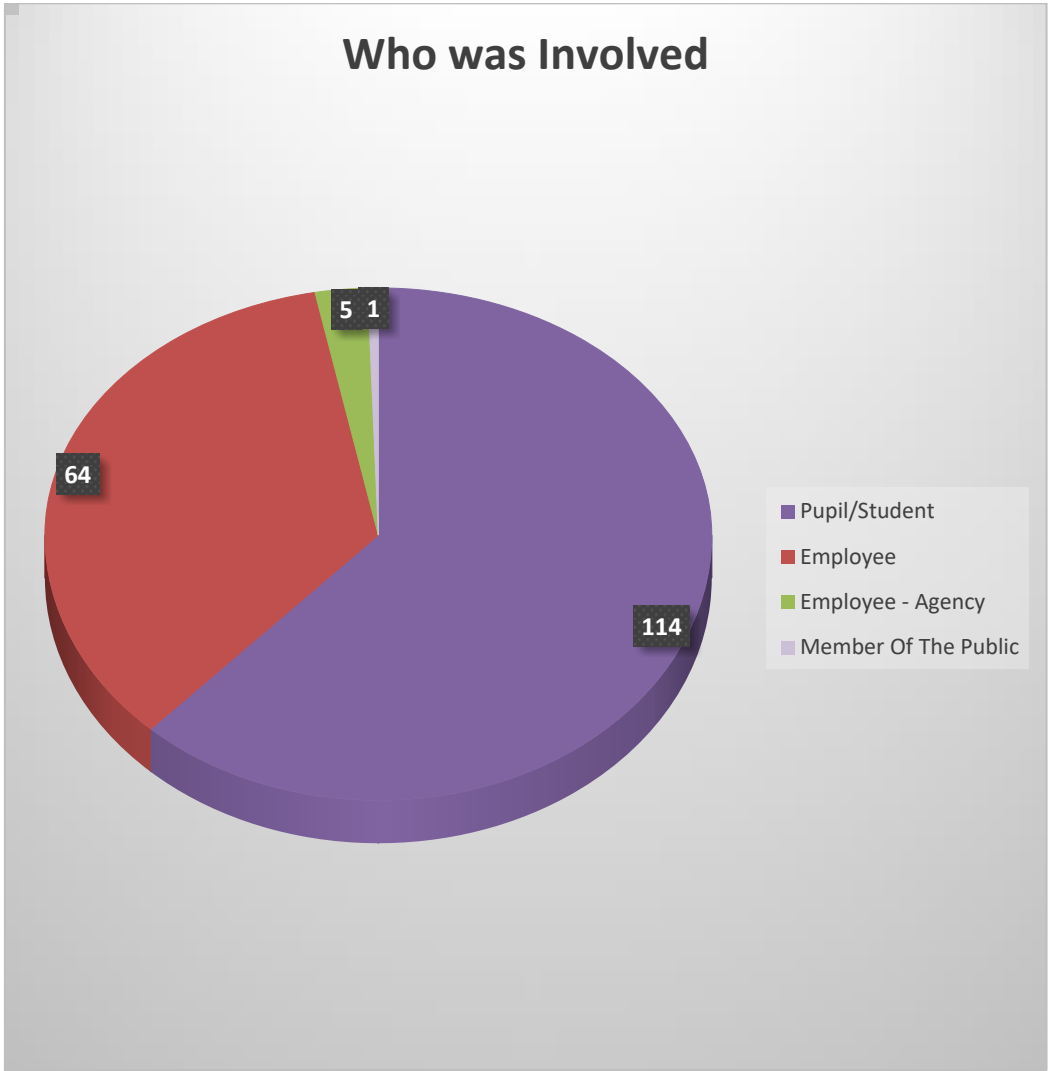


**Maintained Schools (in the SLA)
Accident / Incident Analysis Report for Quarter 1 to Quarter 4 (1st April 2022 – 31st March 2023)**

Categories of Accidents/Incidents	Count of Type of Incident
Slipped, Tripped / Fell On The Same Level	60
Physical Contact (Not Assault)	34
Physically Assaulted By A Person	31
Hit Something Fixed Or Stationary	13
Hit By A Moving, Flying Or Falling Object	12
Other - Please add details below	10
Physical Assault (due to challenging behaviour)	10
Fell From A Height (State Height in Notes)	8
Contact With Sharp Object	7
Medical Emergency	4
Sports Injury	4
Injured While Handling, Lifting Or Carrying	3
Burns	2
Aggressive/Threatening Behaviour	1
Exposure To, Or In Contact With, A Harmful Substance	1
Feeling faint / Unconsciousness	1
Work-related Injury/Illness	1
Total	188



Who was Involved	Count of Who Was Involved
Pupil/Student	114
Employee	64
Employee - Agency	5
Member Of The Public	1
Total	188



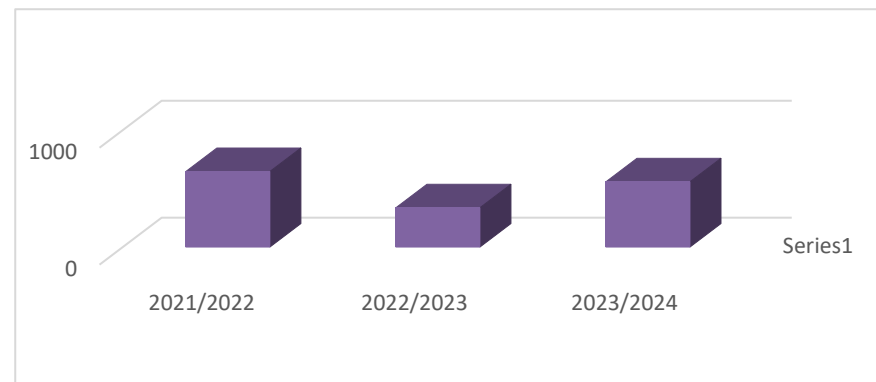
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Appendix 2 of the H&S Year End Report 2023/23 – Accident/Incident TRENDS

We have been comparing accident/incident data across Harrow Directorates over a period of 3 years (2021/2022, 2022/2023, 2023/2024)

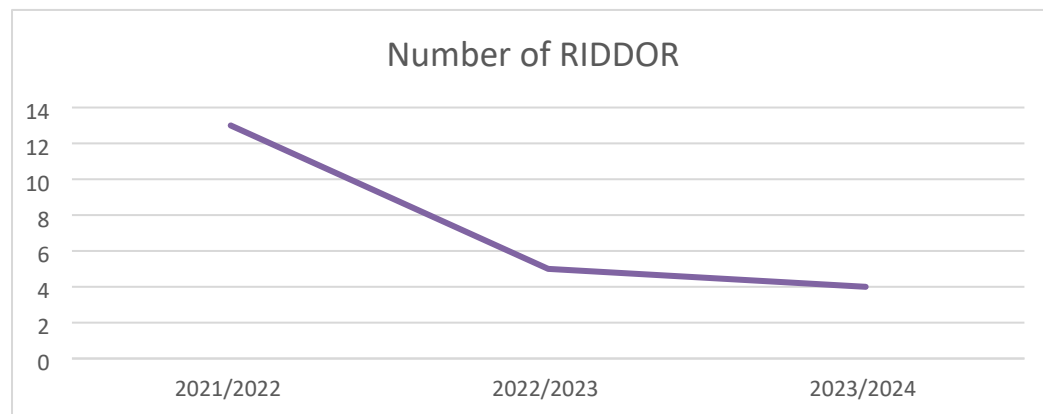
1. Accident/Incident Records across the council over 3 years

An increase in incident reporting can be observed from this data compared to last year. These increases are attributed to the relaunch of Evotix Assure advising employees to report incidents and managers to report and investigate incidents to prevent reoccurrences. This can account for the increase in the number of accidents reported.



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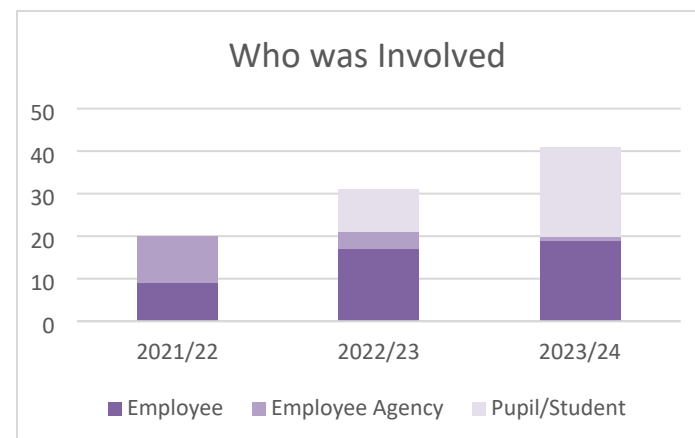
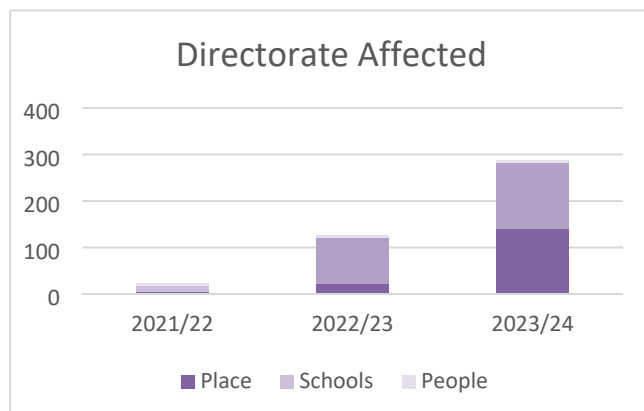
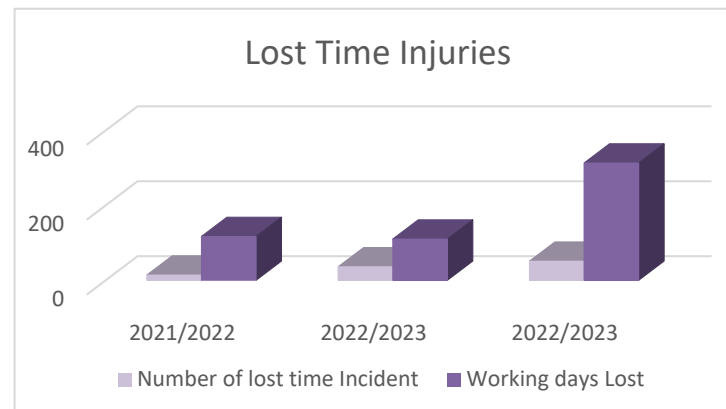
2. RIDDORS



There has been a decrease in the number of incidents reported as a RIDDOR compared to last year. Data compared across 3 years shows that in 2021/2022 had 2% (13 out of 646) while in 2022/2023 had 1.3% (5 out of 366), and 2023/2024 had 0.7% (4 out of 558)

3.Lost Time Injuries

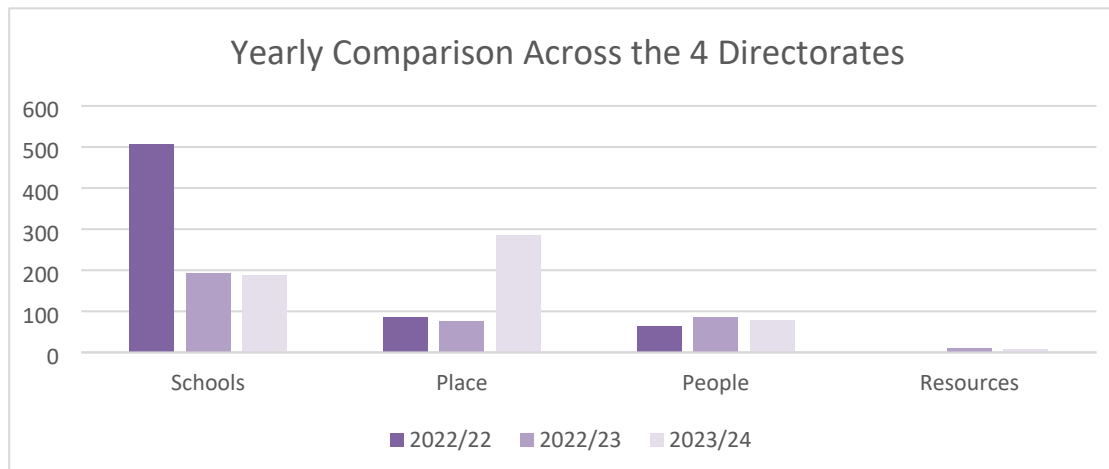
Number of Lost time injuries saw an increase, the number working days lost has increased from last year. The directorate mostly impacted by lost time incidents is schools with 38 cases, and 6 in Place. Resources and People Services had not recorded any in this period.



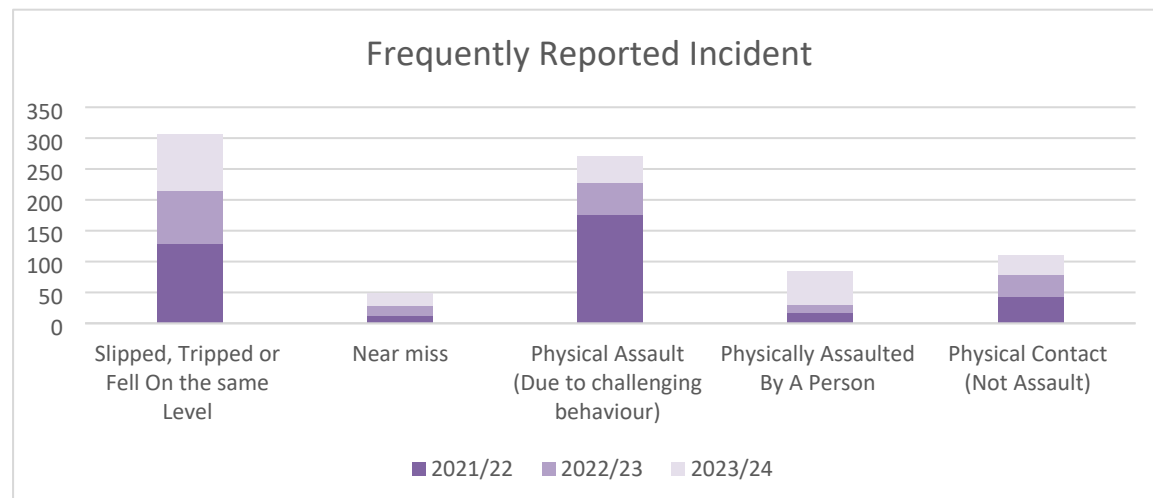
4. Yearly Comparison across the 4 directorates

In 2024, the total incident count across the council was 558 which is an increase of 192 (52%) from the previous year. This increase could be attributed to the relaunch of the Evotix Assure.

Place had the highest number of incidents with 285 records, Schools had 188 incidents while people had 78 and resources had 7.



5. Top 5 Frequently Reported Incidents

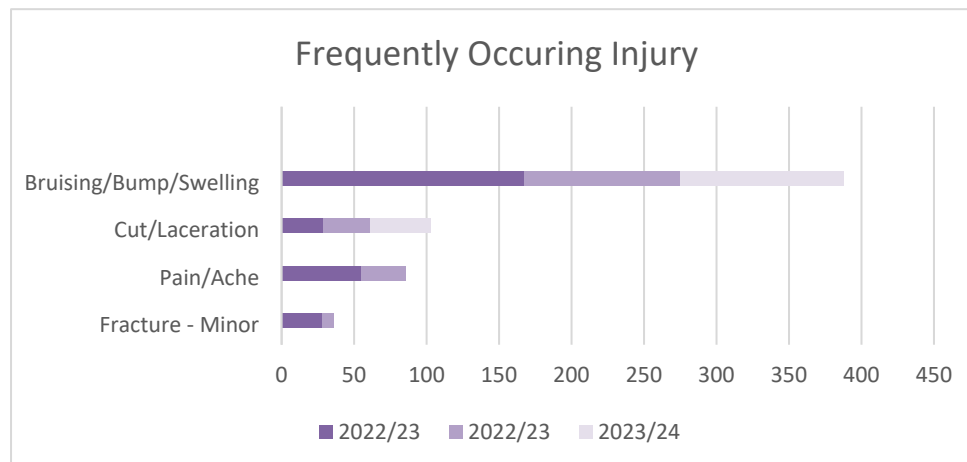


Incidents involving challenging behavior were the most frequently reported in 2023/24, while in 2023/23, slips, trips, and falls topped the list. These incidents are predominantly associated with special needs transport.

Conversely, incidents like electrical faults, fire exposure, exposure to harmful gases or vapors, and contact with harmful substances were among the least frequently reported.

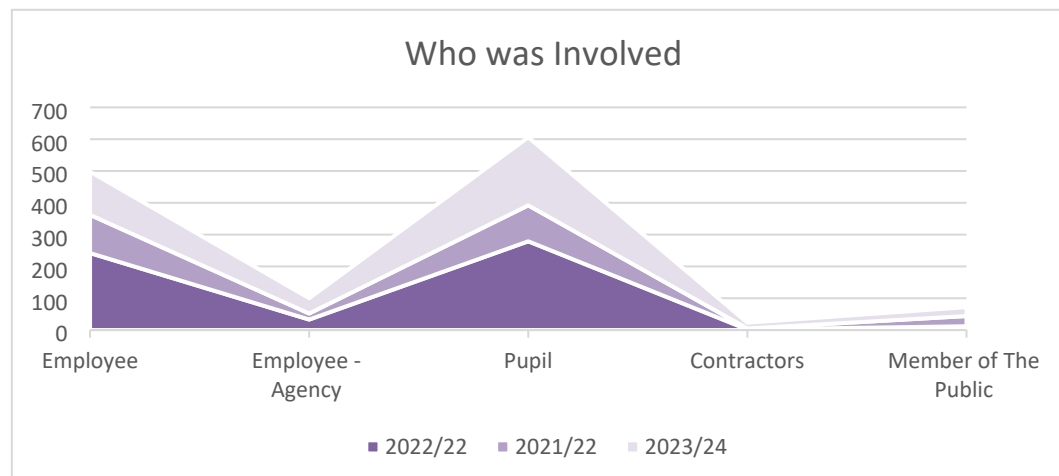
6. Top 5 Frequently Occuring Injuries

In this period, No Injury was top reported but this period however, the tops 3 injury types in 2023/24 were Bruising/Bump/Swelling with 113 count, Cut/Laceration had 42, and Concussion/Head Injury had 15.



7. Who was Involved

Across the 3 years, the chart shows that majority of the incidents recorded involved pupils. Contractors consistently have low rate in the three years, 2022/23 had the lowest rate with. 2023/24 has the highest rate of incidents in general. as this was as a result of relaunch of the Evtix Assure and reminding managers and staff to report incidents.





Appendix 3 of H&S Year End Report 2023/24

H&S Strategy 2022-2025 and Corporate H&S Plan

Corporate Occupational Health/Safety and Wellbeing Strategy 2022-25

Provision of service of:

- **Health & Safety**
- **COVID-19 Building Risk Assessment**
- **Fire Safety**
- **Health, Safety and Wellbeing**
- **Asbestos Management,**
- **Occupational Health Management**
- **Employees Assistance**

	Name	Signature	Date
Prepared by:	John Griffiths		16/03/2022
Checked by:	Corporate H&S Board (CHSB)		21/03/2022
Approved by:	Tracey Connage of HR&OD		01/04/2022
Version Number:	2	Date of Next Review:	01/04/2025

Management Summary

It is essential to the achievement of our strategy for H&S to ensure that access to the right knowledge, skills, and support is available to staff not only when, but also before, they need it, and that this is widely communicated and understood to achieve a culture of H&S excellence. Key to achieving this is the actions and support of the Corporate Health, Safety and Wellbeing Team through continuous improvement and maintenance of the safety management system (SMS) by qualified and competent safety practitioners.

In line with best practice the strategy and model for the safety management system follows the precepts laid down in the H&S Executive's guidance '*ISO 45001 H&S management standard*'. The strategy therefore helps to provide a structured framework for ensuring a safe and healthy workplace, help the organisation demonstrate compliance with H&S law, and also concerned about the practical implementation of standards, including audit and certification.

To achieve this, in addition to providing systems for policies, organisation planning, arrangements, training, communication and measurement there are clear objectives and monitoring of performance by the Corporate Health, Safety and Wellbeing Team through the Corporate H&S Performance Plan and proactive audit programmes. In addition, the strategy looks to ensure all Directors, Heads of Service, Service Managers, Supervisors, and Staff lead by example by demonstrating best practice in H&S management and ensuring whenever possible, that all management decisions further H&S objectives. (See Appendix 1 for H&S Performance Plan)

This strategy is intended to incorporate the whole Council; it is about effective partnerships between managers, staff and trade unions that are all crucial to successful H&S management. Poor H&S management is rarely the result of malicious intent. Support by professional safety practitioners, training in H&S skills and risk management are key to achieving a strong H&S culture which benefits all staff, service users, pupils, visitors and contractors who work in our premises, and improves the quality of our service.

This strategy is intended to create a safety culture that places a high level of importance on safety beliefs, values and attitudes that is positively shared by most people with the organisation or workplace. A positive safety culture can result in improved workplace H&S and organisational performance.

1.0 Introduction

The H&S at Work etc Act 1974 places overall responsibility for H&S with the employer. In this case the employer is London Borough of Harrow, and the expectation is that health, safety and wellbeing are in turn the responsibilities of the Managing Director and Board of Directors. In respect of matters pertaining to Health, Safety, Welfare, Asbestos Management, Wellbeing and Occupational Health; the Managing Director of London Borough of Harrow is the Duty Holder.

Where suitable and sufficient competent advice and support is not available in organisations there will be clear failings in meeting legal requirements and hence considerable exposure to risk of prosecution to individuals and the organisation. Furthermore, there is additional exposure to moral failings, the cost of expensive litigation and reputational damage.

Communicating and engaging with Trade Unions is an essential part to achieving a culture that puts H&S first. Consulting employees about H&S can result in a healthier and safer workplace, better decisions about H&S, stronger commitment to implementing decisions or actions, greater co-operation, trust and joint problem solving.

Trade Unions provide essential logistical support for H&S representatives and other participatory mechanisms that shape OHS and provide a channel for worker representation and meaningful negotiations over OHS.

The Council's Corporate Health, Safety & Wellbeing Team provides a Health & Safety, and Fire advisory service check. Asbestos Management is managed by Facilities Management that facilitates risk reduction and helps develop or sustain inbuilt safety management while the Health, Safety and Wellbeing Team checks performance plan making sure the right Asbestos surveys are carried out. This should form part of the organisational management system that enables achievement of legal requirements. Specifically, as experienced practitioners, the teams are used to dealing with the processes undertaken by the local authority; they are experienced in the application and requirements of legislation and how it can be effectively applied judicially in this arena. In addition, provision of a comprehensive occupational health service with employee counselling and support service enables the Council to facilitate the well-being of all their employees.

The Council achieves its obligations in a number of ways that includes; a comprehensive system of occupational health support, employee support and assistance service, asbestos plans and surveys, safety processes, policies, guidance etc. Moreover, they can provide the, more intangible, experienced competent advice tailored to support the organisation.

This document sets out the strategy for H&S, asbestos management and Fire Safety for London Borough of Harrow for the three years between 2022 and 2025. It aims to build on the work already achieved to date in improving the H&S management systems and to continue to improve the culture change across the Council and thereby reduce illness, ill-health damage and loss, whilst continuing to deliver services to the people within the London Borough of Harrow.

2.0 Background

In recent years legislation has reinforced the need for organisations to ensure effective management of safety, health, wellbeing, fire and asbestos. The H&S Offences Act 2008 has increased penalties and provides courts with greater sentencing powers for those who break H&S law. The Corporate Manslaughter and Corporate Homicide Act 2007 has meant organisations can be found guilty of corporate manslaughter as a result of serious management failures resulting in a gross breach of a duty of care.

The H&S at Work etc Act 1974 (HSWA) is the primary piece of legislation covering occupational H&S in Great Britain. The H&S Executive, with local authorities (and other enforcing authorities) is responsible for enforcing the Act and several other Acts and Statutory Instruments relevant to the working environment), the law also gave the H&S Executive (HSE) and Local Authority inspectors wide ranging powers - to prosecute and to issue notices halting dangerous work or requiring improvements.

Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 says it is the duty of the employers, the self-employed and people in control of work premises (the

Responsible Person) to report certain serious workplace accidents, occupational diseases and specified dangerous occurrences (near misses).

H&S law requires employers and the self-employed to ensure, so far as is reasonably practicable, the health, safety and welfare of all employees, while they are at work. Management of H&S at Work Regulations 1999, requires employers to carry out risk assessments, plan to implement necessary measures, appoint competent people and arrange for appropriate information and training.

The HSE, although the enforcing authority, are keen to point out that the many employers who do manage H&S and wellbeing well, have nothing to fear from legislative requirements.

London Borough of Harrow achieves high standards using an occupational health provider and established in-house services for H&S. The Corporate Health, Safety and Wellbeing Team consist of professional experienced, qualified safety practitioners. The team are fully aware of the impact and need for competent advice to ensure effective delivery of a H&S management systems.

3.0 Corporate H&S Governance Overview

The Council Corporate Health & Safety Policy clearly sets out roles and responsibilities to meet the needs of H&S.

To ensure a successful culture is the responsibility of all management. To this end, all Heads of Service shall be the primary lead for health & safety in their services, with a nominated person acting as safety representative for that service. This is in conjunction with any Union Health & Safety representative.

Safety Circles have been introduced as a means of communication and tackling safety issues at the most appropriate level. They will be chaired by the Safety Circle Lead and involve staff and representatives of all the services represented. Heads of Service should ensure that suitable representatives are nominated and that all risk areas covered. These meetings shall take place as a minimum every 2 months.

The purpose of these meetings is to:

- Involve managers and employees in achieving a safe and healthy workplace.
- Review safety-related incidents and audits.
- Review management and Corporate H&S audits of the workplace, communicate identified hazards, and recommend immediate methods for eliminating or controlling them.
- Introduce and assist with workplace safety and health initiatives and recommend improvements to management.

The Safety Circle is a space to share information and discuss specific risks in the service areas represented and maintain a record of issues raised and actions completed.

All actions shall be recorded on the SHE Assure software, with clear timescales. A review will take place at the directorate management meeting to ensure actions are being followed up and information fed into the directorate risk registers monthly.

Updated risk registers and any areas of key risks are raised quarterly to the Directorate Joint Committee for discussion, including with Unions. Decisions to escalate to the Corporate Health & Safety Board shall be made at this point. All actions recorded on the SHE Assure software.

The Corporate Health & Safety Board will meet on a 6 weekly basis and will:

- Review and Discuss health & safety risk registers.
- Discuss areas of concern and
- Agree items for future agenda items / areas of concern for DMTs and Safety Circles

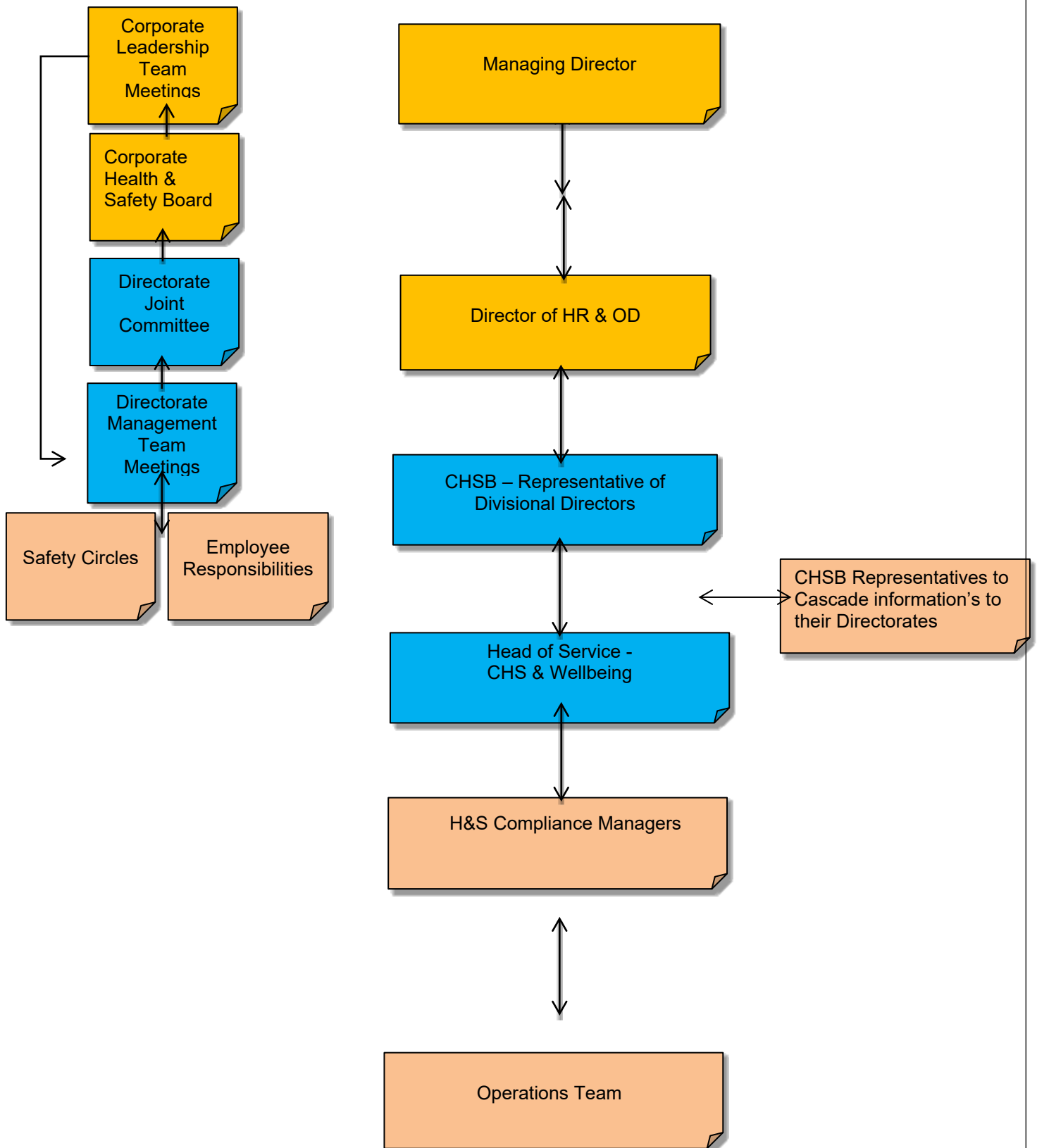
Minutes of Corporate H&S Board (CHSB) sent to Corporate Leadership Team and loaded onto SharePoint software. CLT will have the overview of Corporate Health & Safety and Occupational Health / Wellbeing, and co-ordinate joint approach.

The Corporate Leadership Team (CLT) retains overall governance of Corporate Health & Safety, ensuring the aims and objectives are being met. They shall discuss any areas of concern and identify any issues they want to know more about or provide direction where needed.

Any actions resulting from Corporate Leadership Team meetings shall be recorded on the Assure SHE software and fed back to DMTs for action.

The Corporate Health, Safety and Wellbeing Team shall oversee the process including being the administrators of the Assure SHE software. They shall also provide the relevant statistics and information to inform Safety Circles, directorate meetings and the Corporate H&S Board.

Meeting Structure



4.0 Priority and Aims for 2022 - 2025

Over many years the Corporate Health & Safety Team has committed time and resource towards developing a comprehensive set of Corporate H&S policies and supporting guidelines which are kept under review and audited against. These systems and procedures enable departments, in turn, to ensure the development of the necessary H&S documentation that meets as minimum, statutory obligations together with corporate policies. To build on this, the following priorities are highlighted for the next three years:

- a. Maintaining and improving the Council's Health and Safety management system

Through supporting the Corporate Health and Safety Board (CHSB), Divisional Directors, Heads of Service, Departmental Management Team, Managers, with review and monitoring process which support initiatives, remediation and decision making.

- b. Completing a series of audits, risk assessments (COVID 19) and surveys

This includes schedules for the following health, safety and fire processes:

- Internal fire and health & safety audits on identified teams, premises and processes for corporate and council housing buildings
- Audits in schools and children centres
- Fire Risk Assessments for corporate, community schools and council Housing
- Fire Risk Audits for Corporate buildings

- c. Maintaining an Asbestos survey programme

To locate, assess and monitor the condition of asbestos containing materials within the council's corporate and Council Housing portfolio with schedules which includes:

- Corporate Asbestos survey programme
- Council Housing Asbestos survey – common parts (statutory) and void dwellings
- Schools asbestos survey programme (statutory)
- Asbestos awareness training
- Reactive response to Refurbishment & Demolition surveys and incidents

- d. To support managers and staff in achieving suitable levels of health & safety competency

Effective management of H&S involves people using their skills and knowledge to work safely. A fundamental requirement is for all managers to undertake training, the Highfield Level 3 for general H&S and the Highfield Level 3 for risk assessment is mandatory for all those that are responsible for undertaking risk assessments, the course is a three day course involving classroom based teaching in accordance with the Highfield syllabus. This training is for Managers and Senior Managers. This will provide them with a solid grounding in the requirements of H&S legislative. All Staff must undertake the DSEasy assessment for Home working, Remote working and Office working, this will ensure knowledge is continually developed and reinforced. This will in turn help ensure managers and staff have the basic skills to identify the H&S competency needed to support the wellbeing of Council employees.

- e. To ensure the Occupational Health Service continues to provide adequate health surveillance, return to work rehabilitation, health promotion and reduction of work-related sickness absence

The Council will continue to work in close partnership with its appointed Occupational Health Service provider to ensure the most efficient use of service resources.

- f. To build on the communication and consultation arrangements to ensure staff are fully involved and committed to achieving acceptable H&S standards

To achieve success in H&S management, there needs to be effective communication up, down and across the Council. Front line staff are involved in communication primarily through the risk to their H&S identified in their risk assessments, and the preventive and protective measures necessary to control risk. This is supported with safety circles; toolbox talks that reinforce a process for direct consultation. Further to this, other means of communication include newsletters, staff briefings via Microsoft teams.

At a more strategic level, all Directorates are to have effective H&S committees with Divisional Director Representation on the Corporate H&S Board (CHSB). Representatives of each Divisional Directorate are expected to attend a Corporate H&S Board that now has a corporate lead (Divisional Director of HR & OD) and steer on H&S.

- g. To encourage greater visible and active leadership on H&S matters by managers

Active leadership is essential if the Council is to foster a positive H&S culture. The Corporate Health, Safety and Wellbeing Team have promoted this through making available the Highfield level 3 training courses for both Directors/Senior Managers and those who managed staff.

- h. To align H&S more closely with the overall Risk Management arrangements

The Councils Risk Management Strategy aims to establish a culture where risks are understood and managed. H&S management aims to ensure risks to H&S are identified and managed. While Risk Management covers all business risks and is focused on the major risks to the Council, there are areas where the two strategies meet. H&S processes and arrangements should therefore be seen and understood as supporting the Risk Management Strategy. Significant H&S issues identified during risk management assessments will therefore be communicated to the Corporate Leadership Team (CLT).

- i. To ensure good H&S practice in our relationships with partners

As well as setting out to improve our own H&S performance, the Council will work with its partners to improve H&S overall in the delivery of its services. The aim will be to share knowledge and experience and at the same time provide managers overseeing contracts with feedback on safety standards.

4.1 Monitoring Progress Against Aims and Priorities

Several proactive measurement activities take place to monitor safety performance for the Council. These measures are set out with performance targets in the Corporate H&S Performance Plan which is agreed by Corporate H&S Board (CHSB) at the start of the financial year.

The key measures against which progress will be assessed in meeting the strategic aims and priorities are:

- Number of audits and compliance levels achieved
- Number of Fire Risk Assessments and actions completed

- Number of Asbestos surveys completed
- Number of Asbestos re-inspections completed
- Number of DSE assessment carried out

Other methods of monitoring the success of the safety management system are:

- Review of accidents and statistics and related sick leave
- Number of staff undergoing H&S training
- Senior managers safety tours completed
- Manager's self- audits completed.
- H&S performance reports
- Action status of items on risk registers

5.0 H&S Management System

The Management of H&S at Work Regulations 1999 – Regulation 5 - requires London Borough of Harrow to have arrangements in place for managing H&S. Like any management system, it is essential that the Council collects information on the system implemented if it is to be able to make judgements about its adequacy and performance.

The main obligation of London Borough of Harrow is to ensure the safety and health of workers in every aspect related to work. For the council to fulfil this obligation and faced to the changes in micro and macro-economic environment and to the new and emerging risks, the council needs to adopt a new approach and new instruments to perform an efficient management of occupational H&S.

The system followed by the Corporate Health, Safety and Wellbeing Team is based on that described in ISO 45001 standard, the main role is to serves as a useful instrument to enable the organisation to proactively improve its occupational H&S performance, regardless the size, type and nature of the organisation.

Table1 illustrates the system showing the continuous improvement in H&S management is achieved.

Chapter no.	Title
1	Context of the organisation
2	Leadership and worker participation
3	Planning
4	Support
5	Operation

6	Performance evaluation
7	Improvement

OHS key elements related to ISO 45001

Context of the organisation

The council is required to address issues of understanding the organisation and its context such as: cultural, social, legal aspects, contractors, suppliers, new technologies, culture in the organisation, form and extent of contractual relationship, working time arrangements etc.

The organisation's context and expectations of workers and other interested parties are performed by:

- meetings with each interested party in order to document their needs and expectations
- reviews of the legal requirements which are relevant for organisation as well as of other requirements (contractual clauses or other interested parties requirements)
- reviewing the good practice examples in order to adopt the relevant ones
- internal audits for evaluation of compliance with legal and other requirements, including the requirements of other interested parties

Leadership and worker participation

All members of the organisation, from top management to each worker is required to understand that they must have an active role in the OHS management system, and the efforts of all members should be synergic. At this phase, the following instruments should be used, additionally to the specific requirements of the standard:

- training courses for all managing levels of the organisation, especially for top management
- training courses for all workers, in order to make them understand their role as a support for management and to strength the organisation safety culture
- activating and involving the actors in OHS domain, such as OHS Committee, OHS worker's representatives, internal/external preventive and protective service(s)

The training courses should be tailored for each level and OHS role in organisation and should be oriented on practical issues which are relevant for the focus-group.

Planning

Planning the OHS management system refers to the following:

Actions to address risks and opportunities, including hazard identification and OHS risks assessment, and determination of applicable legal requirements and other requirements: Hazard identification and OHS risk assessment is one of the most sensitive activities which could decide the success or failure of the OHS management system. The method selected as an instrument for hazard identification and risk assessment should respond to the following main requirements:

- it should enable the identification of hazards and risk assessment for each work system components, respectively, worker, work task, work means/work equipment's and work environment for each workplace

- it should be fitted to the activity type of the organisation
- it should enable to identify and assess all OHS risks related to the organisation's activities

OHS objectives and planning to achieve them: The council has adopted plans and objectives for an adequate H&S management system.

Support

This element is related to the following issues:

- resources
- competence
- awareness
- information and communication
- documented information.

In this phase, the main instruments that could be used to fulfil the standard requirements are the following:

- trainings and courses to maintain qualification or to acquire a new qualification
- formal or informal meetings with different interested parties on OHS aspects, as a support for information and communication process

awareness programmes for contractors, temporary workers, visitors etc. in accordance to OHS risks at which they are exposed.

Operation

Regarding operation of OHS management system, the following issues should be addressed:

- operational planning and control
- management of change
- outsourcing
- procurement
- contractors
- emergency preparedness and response.

The main instruments that could be used in this phase, additionally to the requirements of standard, are the following:

- trainings for ensuring the competence of workers, to update their competence as a part of management of change or to rise the response capacity of workers in emergency situations
- internal audits focused on compliance with preventive regulations and manufacturer's instructions for equipment
- internal audits focused on compliance with essential requirements of safety for machinery
- checklists and questionnaires on OHS issues for suppliers and contractors.

Performance evaluation

The council is expected to perform the following clauses:

- monitoring, measurement, analysis and evaluation, including evaluation of compliance with legal requirements and other requirements
- internal audit
- management review

Since the internal audit of the OHS management system is been performed on a proper basis, the evaluation of compliance with legal and other requirements are made on a superficial manner. The council have made proper approaches to:

- Identification of legal and other requirements relevant for organisation
- Providing sufficient information and training of the OHS managers and internal/external auditors regarding this requirement.

A proper approach of the evaluation of compliance with legal requirements and other requirements have started with an exhaustive and updated identification of the requirements which is relevant for the organisation, including the organisation's internal OHS instructions. The Facility Management (FM) has a building compliance checklist and the organisation is compliant with regulations, legislation and codes of practice relevant to the facilities management function. It involves keeping up to date with any changes to existing regulations and/or legislation, and the introduction of new policies or procedures.

The method enables to determine two qualitative indicators which define the compliance with legal requirements:

- compliance level – showing the global level of compliance with requirements.
- safety level – which considers the potential consequences of the risks related to the referred requirements.

Improvement

The Council has made improvement of the element referring to:

- incident, non-conformity and corrective action
- continual improvement

Instruments used in this context is been focused on the identification of opportunities, such as:

- new technologies
- good practices, both internal and external to the organisation
- suggestions and recommendations from interested parties
- new knowledge and understanding of OHS issues which is relevant for the organisation
- new or improved materials
- changes in worker capabilities or competence
- achieving improved performance with fewer resources

In each case, attention has been paid to a proper risk assessment prior to implementing the improvement resulting from the above mentioned opportunity.

6.0 Audits (Team, Premise & Process Audits)

Team Audits

Team audits are necessary to verify that appropriate safe systems of work are operating across the division. These audits focus in on staff training, team risk assessments and safe systems of work.

The categorisation of teams will be based on:

- The activities of the team/service – front facing staff interacting with the public are generally deemed to be at a higher risk to workplace aggression especially when working alone. Similarly, teams using dangerous equipment e.g., chainsaws, abrasive wheels or engaged in high-risk activities such as working at height.
- Where there is thought to be an absence of suitable team assessments and safe systems of work the team will be targeted.

- Any other significant hazards that may be identified

Premise Audits

Premise audits are required to ensure compliance of buildings and assets. These audits focus on statutory requirements and industry good practice relating to aspects of Corporate Landlord. Every corporate building will be audited within an 18-month circle.

The categorisation of premises will be based on;

- The physical location; The location category will be based on known untoward activity in the area of the premises, its remoteness and proximity to essential emergency services.
- The use and occupiers of the premise/site: Use of the building/premises will be based on a sliding scale from office use, being inherently safe, to depots being dangerous because of transport movement. Sites made available to the public especially where there is no onsite supervision will similarly tend to present a higher risk due to factors like vandalism. The amount and variety of mechanical systems in the building will also need to be considered, that is water, sanitation, washing systems, air conditioning, (all potential legionella hazards), lifts (goods & passenger) will raise the risk profile on the basis that the more systems the more maintenance is required.
- Sites where vulnerable persons reside (i.e., Residential Care and Sheltered Housing Schemes) will need higher levels of oversight
- Any other significant hazards that may be identified

Process Audits

Process audits enable us to identify systemic problems within managed processes and enable effective remediation of risk across boundaries.

The categorisation of processes will be based on:

- **Where there is reliance on contractors to fulfil essential aspects;** for example repair and maintenance contracts
- **The overall success of the process is dependent on input from several teams:** for example, the maintenance of play areas.

7.0 Self – Audits and Safety Tours

The program of audits carried out by the Corporate Health, Safety and Wellbeing team is supported with 'Self-Audits' by Managers and 'Safety Tours' by Senior Managers.

The managers 'Self-Audit' comprises of question sets and requires reference to sample inspection of documents and a physical inspection of the premises. The senior managers 'Safety Tours' are a more general approach relying on observation and talking to staff.

Both audits aim to breach the gap and ensure that all areas of the Council are examined each year. Further information can be found under the Corporate H&S Assure SHE system.

8.0 Service Delivery

Corporate Health, Safety and Team services will be delivered by fully trained, qualified, experienced competent persons with a detailed knowledge of legislative requirements, good practice and understanding of Fire Safety, Asbestos Management, Occupational Health Management, Employee Assistance and Health & Safety Law. The teams can provide support on wellbeing, H&S issues that can be applied so not as to be onerous in its application to achieve service aims.

8.1 H&S, Fire and Asbestos Services include

- **Auditing** - Essential in the first instance to identify shortfalls and recommend course of action to ensure an effective safety management system. The Safety Management System provides robust and comprehensive audits for Premises, Teams and Processes.
- **Policies and Arrangements** – Developed, updated and reviewed Council Corporate Policies, Processes, Guidance & Briefing Notes providing suitable and sufficient, arrangements, information for Managers and Premises controllers to follow for practical application.
- **Risk Assessments** - A comprehensive set of risk assessment processes (including DSE, Work, Stress, Manual Handling, New and expectant Mothers, etc) that are in line with HSE approved systems together with model assessments and advice on their use. The team will also support and assist managers with the production of specific risk assessments.
- **Fire Risk Assessments** - For Council Housing, experienced qualified fire risk assessor will undertake predominantly Type 1 Fire Risk Assessments over a cyclical programme (High priority buildings, Sheltered Housing Schemes, Community Halls and Converted Street Properties) being risk assessed annually whilst Medium/low priority (purpose built blocks are assessed over a two year cycle). Type 4 assessments in high rise void properties will be undertaken as and when suitable properties become available.
- **Advice/Professional support and guidance** - by expert officers for Health, Safety, Asbestos and Fire related issues.
- **Asbestos Management** – The council Facilities Management Team will provide management policy and guidance, awareness training and offer help in the application of recommended and required management processes.
- **Asbestos Register** - Access to an on-line asbestos management suite that holds records and surveys for properties surveyed by specialist asbestos surveyors, via Facilities Management, Council Housing employ an Asbestos Surveyor.
- **Asbestos Surveying Service and Management Plan** - It is a requirement of the Control of Asbestos Regulations 2012 that premises set out in a detailed plan how asbestos is managed. The Council as the Duty holder has this work carried out by a licenced asbestos contractor.

- **Training** - Provision of H&S and asbestos training from a range of courses by competent staff. Asbestos awareness training is a requirement of the Control of Asbestos Regulations 2012. This is provided to all those in control of premises and those who may be designated as carrying out any work with asbestos or with the planning or arrangement of that work.
- **Access to a DSE Easy Home, Office and Remote** - DSE Assessments are particularly important as many staff are currently working remotely. This assessment applies to all employees who use DSE related media tools such as PCs, laptops, tablets, and smartphones daily, for at least an hour or more. DSE are made available for staff to prevent poorly designed workstations, or work environments, which can lead to pain in our necks; shoulders; backs; arms, wrists; and hands. In addition, not assessing the equipment properly can also cause fatigue and eye strain.
- **Accident/ Incident Reporting** - Provision of an on-line system for reporting and maintaining records (Assure SHE software). The reporting system acts as a tool to provide data, graphs and statistics that enables analysis of trends to aid with risk mitigation, defence in litigation and reduces insurance costs.
- **Accident/ Incident Investigation** - All accidents that may be deemed necessary for an Officer to conduct a full accident/incident investigation can be advised and supported to ensure a professional approach and documentation.
- **Support, advice and liaison with enforcing authorities are provided.** Experience has shown that liaison with enforcing authorities using safety professionals has resulted in positive outcomes.
- **Site Inspection/ Visit** – H&S professionals are available to attend sites to monitor and advice on specific issues.
- **Violence at work and Lone working systems** – For lone working, the council currently use a Solo Protect device for lone worker solution which is a great way to support the lone workers during their daily duties. A dedicated lone worker device powered by a comprehensive portal is a great way to implement the necessary steps and this helps us deliver peace of mind to both our workforce and management.

8.2 Occupational Health Service

The Occupational Health Service provides:

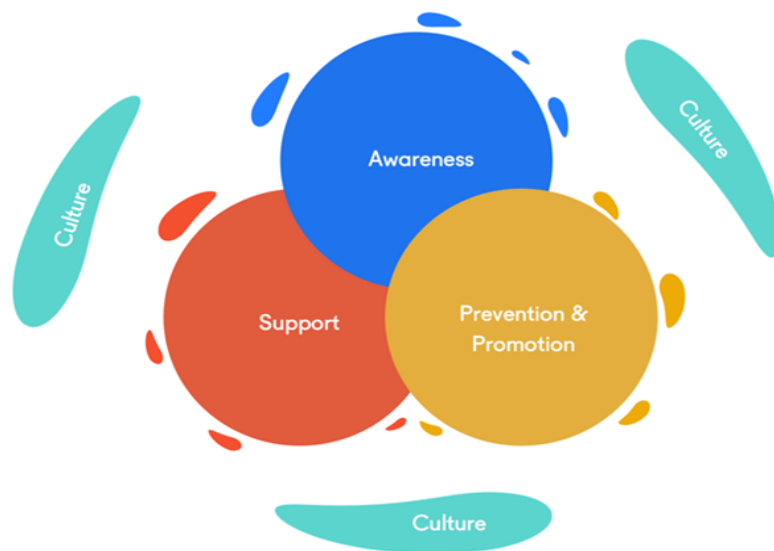
- A Consultant-led team focus on early intervention, executing tried-and-tested approaches that will help to safeguard employees' health and provide relevant advice and support in a timely manner
- Strategies to assist with managing employees more decisively.
- Development of coordinated plans so staff can return to work as soon as possible and undertake their role safely and effectively
- Employees can have telephone consultation and visit the Occupational Health providers clinics where required

9.0 Resource Allocation

A key area of support of the Corporate Health, Safety and Wellbeing Team is to undertake external monitoring of the implementation of departmental safety management arrangements. Each Directorate receives a level of professional support from the team of Safety Advisers. The amount of resource allocated to each Directorate is based on the level of risk associated with the undertakings of teams.

A significant amount of work is outsourced to Contractors. This equally requires safety monitoring to ensure not only legislative compliance but avoidance of reputational damage. One area requiring significant monitoring across the Council concerns compliance with Client duty holder responsibilities under the Construction (Design and Management) Regulations 2015, which takes in construction, repair and maintenance work.

10.0 H&S Wellbeing



Introduction and Overview

Against a backdrop of considerable organisational change (not just in relation to what services we deliver but also how we deliver them), the Council has set out a general direction of travel in terms of a range of workforce issues so that employees feel engaged with their work, understand the organisation's challenges and priorities, and recognise the importance and value of their contribution and involvement.

This Strategy is aligned to the Corporate Plan and underpinned by the Council's vision, together with its values of **Be Courageous, Do It Together and Make It Happen.**

One of the priorities identified through engagement with staff groups, Unions and Senior Management is employee health and wellbeing, and this has been reiterated by feedback from the Employee Pulse Survey for the Council.

The impact of COVID and the lockdowns, the almost immediate move to vast swathes of staff working remotely with the inevitable impact on mental health and wellbeing has seen many staff reporting feelings of isolation, loneliness and worsening mental health. If we also

add in the fact that as a Council, we work to support a large number of people also struggling with the effects of COVID19 there has inevitably been a huge impact on everyone. Whilst most of these are normal reactions to these difficult times, we cannot afford to ignore the effects these symptoms can have on both mental and physical health.

We recognise that our employees are key to the delivery of the Council's vision for Harrow and have a direct impact on a daily basis on our residents' and stakeholders' experiences. When our employees are healthy, motivated and have a sense of wellbeing, then the experience and outcomes for Harrow as a whole improves. As a large number of the Council's workforce are also residents of the Harrow, improving the health and wellbeing of employees will also support improvements in health and wellbeing across the borough.

This Health and Wellbeing Strategy provides a broad framework to help improve the health and wellbeing of our employees. We aim to promote and encourage wellbeing at work. Wellbeing produces positive attitudes, engagement, motivation, and innovative thinking. Wellbeing is an important factor in building employee engagement and is a key issue for the Council. The Council is committed to continuing to address barriers to wellbeing as well as proactively identifying ways in which it can enhance employee wellbeing. This commitment is supported by elected members, trade unions and senior management teams.

We will do this through planned wellbeing initiatives, employee support mechanisms and joint working with employees, Trade Unions and other groups and networks.

We already have a number of policies, services, and initiatives in place to support the development of a positive, healthy and motivated workforce. The development of an Employee Charter - as part of our Employer/Employee Value Proposition (EEVP) which embeds commitment to wellbeing - will also provide a safe, secure, and positive working environment and ensure employees are managed fairly and in accordance with their needs. In return, employees will be responsible for supporting and improving their own health and wellbeing, taking advantage of learning and development and other wellbeing opportunities.

What are we aiming for?

The objectives of this Employee Health and Wellbeing Strategy are to:

- Ensure employees recognise the value the organisation places on their health & wellbeing.
- Support and maintain a safe and healthy working environment wherever that may be through the support of the Employee Assistance Programme (EAP) and the support of those Wellbeing Champions who have been trained as Mental Health First Aiders.
- Improve the physical and mental wellbeing of our workforce
- Encourage and support our employees to develop and maintain a healthy lifestyle
- Support employees with health conditions to remain in work
- Remove barriers that prevent employees with health conditions or impairments from achieving their potential
- Improve employee morale

Delivery of these objectives will, in turn, support the provision of improved outcomes for Harrow residents and other stakeholders and an improved customer experience which links to objectives within the Corporate Plan.

What do we mean by “health and wellbeing”?

Previously, the link between health and work has been focussed on physical health. There is, however, a proven link between work and the physical and mental health and wellbeing of employees. This strategy takes an integrated approach to physical and mental health, with the actions identified aimed at supporting improved health and wellbeing in general.

Wellbeing is a keyword in the **WHO** definition of health who state:

“Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity”

This strategy recognises that some employees may have a range of health and wellbeing challenges, mental, physical and social. The Council’s approach is about supporting individuals to look after their own health and wellbeing, which, in practice, could be quite different for individuals across the workforce.

Why is it important?

Mental health is a key priority within the Joint Health and Wellbeing Strategy 2020-2025 under the start well, live well and work well plan. As many of our staff are also Harrow residents, it is incumbent on us to ensure alignment between both strategies.

Health & wellbeing is important because:

- It has been identified as a corporate commitment for the Council following feedback from recent employee surveys
- The last review of the Attendance Policy included a commitment to further develop the principle of health & wellbeing and to consider the matter holistically
- This is a key theme which needs to be built into to everything we do and how we behave and supports the Councils values
- It supports the Corporate and Public Health Plans priority of “people in Harrow are healthy” as many of our employees are also Harrow residents.
- It supports employee engagement at a time of significant organisational change and uncertainty
- It reiterates the importance of the Council’s legal duty under the Health & Safety at Work Act “to ensure as far as is reasonably practicable, the health, safety and welfare at work of all”.

For full information, refer to the link below

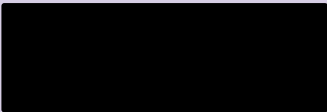
[https://harrowcouncil.sharepoint.com/:w:/r/sites/corporateHS/CorporateDocuments/HC%20Employee%20Health%20and%20Wellbeing%20Strategy%20\(Draft\)%20V4.docx?d=wc2892acb36ad49a4833f9fcae3fb59bd&csf=1&web=1&e=uBO2uE](https://harrowcouncil.sharepoint.com/:w:/r/sites/corporateHS/CorporateDocuments/HC%20Employee%20Health%20and%20Wellbeing%20Strategy%20(Draft)%20V4.docx?d=wc2892acb36ad49a4833f9fcae3fb59bd&csf=1&web=1&e=uBO2uE)

Corporate Health & Safety Management Performance Plan 2022/23

Prepared By John Griffiths, Corporate H&S Compliance Manager

Approved by Corporate H&S Board (CHSB) 21st March 2022

Divisional Director Signature Tracey Connage of HR& OD



Date 17 April 2022

Section	Objective	Start Date	End Date	Lead	Target	Achieved		Remarks
						Six Months	End Period	
Safety Management								
Senior Managers Safety Tours (Linked to priorities and Aims (A,B,D,G, H,I))	(a) Conduct safety tours of premises/ sites within areas of responsibility, a minimum of four a year (quarterly), to ensure the safety and upkeep of the workplaces.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/HOS</i>	<i>100%</i>			Directors and HOS can jointly out workplace inspections 0 Senior Managers Safety Tours undertaken within this period. Data was generated from Evotix Assure
	(b) Record the results of safety tours and submit quarterly returns on Pro-forma to Divisional Director. Each Director to discuss at their DMT's Any outstanding remedial actions from the safety tour that affects corporate buildings must contact facilities management.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/HOS</i>	<i>100%</i>			Discussed at Department Team Meetings at least quarterly. 0 Senior Managers Safety Tours undertaken within this period.
Management Self Audits (Linked to priorities and Aims (A,B,D,G, H,I))	(a) All heads of service to ensure their managers carry out one Management Self Audit per year on their teams.	<i>April 2023</i>	<i>March 2024</i>	<i>Managers to carry out audits, Directors to ensure audits take place.</i>	<i>100%</i>			Divisional Directors to ensure process takes place. Only 2 team management self-audit undertaken within this period Data was generated from Evotix Assure
	(b) Management of Self Audits; Managers to remediate actions and provide Divisional Directors with information. Directors to maintain record.	<i>April 2023</i>	<i>March 2024</i>	<i>First/Second Line managers to follow up and ensure actions completed.</i>	<i>100%</i>			Divisional Directors to maintain record that this has been carried out by their teams. Information to be sent quarterly to the Directors by the HOS. Only 1 team management self-audit undertaken within this period & only 12 in the 2 years previously. Data was generated from Evotix Assure
General Health & Safety Control Systems								

Corporate H&S Audits by Department General Audits (Linked to priorities and Aims (A,B,D,H,I))	Create and undertake a schedule of Internal Health and, Safety Audits on high-risk services on identified teams and premises. Focus to be on processes as part of audit where applicable. Overall, 24 audits. 12 Corporate and 8 audits in Environment services	April 2023	March 2024	Head of Corporate H&S	24 audits			Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data. 0 corporate H&S audits have taken place in 23/24 due to resource issues, there have been 55 in the two years previous. An Audit program is being developed.
Schools & Children Centres General Audits (Linked to priorities and Aims (A,B,H))	To start new cycle of audits a minimum of 33 audits, schools and children centres to attend to actions as required. 33 Community Schools 9 Children's Centre	April 2023	March 2024	Head of Corporate H&S	31 audits	8 audits completed for the Children Centres aka Hubs. 2 schools audits were completed.	22 Audits completed. 12 Schools audits were completed in this period.	Audits will be on high/medium risk as determined by previous audits, use, size and incidents over the last two years of historical data. 19 Schools and 1 children centre will be audited in 2024/25 - as these school were deemed to be compliant which lead to the decision to conduct the audit after 2 years. Data provided by Fredah Zuleha
Operational Risk Assessments (Linked to priorities and Aims (A,B,F, H))	All first line managers/supervisors to review their RA's to ensure that they are suitable and sufficient for safe operations for their staff. All RA's must meet government guidelines All RA to be signed off by Head of Service and recorded.	April 2023	March 2024	Line Managers/HOS	100%			All risk assessments are recorded and are available on the Evotix Assure system. Of the 370 risk assessments on SHE Assure, 84% (309) have no review date set, 50% those are over 1 year old. Of the remaining 69 assessments (with review dates) 37, 60% are overdue for review. Therefore, arguably we have an overdue review run rate of 63%
Corporate building COVID-19 Secure Risk Assessments	All building responsible persons must update their RA. This will be monitored by the RA tracker on a monthly basis and reported to the corporate H&S board. Responsible persons to be identified for each building	April 2022	March 2023	Building Responsible Person	100%			This is no longer required

(Linked to priorities and Aims (A,B,F, H))	All RA's must meet government COVID-19 guidelines							
Corporate Policies/Committees								
Corporate Policies (Linked to priorities and Aims (A,H,I))	Review Corporate Policies and Guidance documents in light of changing legislation, official guidance, good practice and Council priorities. Identifying where changes required, re-date/reorganise library of documentation on SHE software system. Target minimum 6 policies.	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Corporate H&S</i>	<i>6 fully revised or written policy/guidance documents</i>		<i>6 Policies/Guidance</i> <i>Asbestos</i> <i>CHS Policy</i> <i>DSE COP</i> <i>H&S</i> <i>Performance Plan</i> <i>H&S Handbook</i> <i>PEEP Guidance</i>	The H&S policy have been amended and is now in the consultation stage with stakeholders. Other Policies/Guidance are in the consultation stage to be signed off.
Corporate H&S Board (CHSB) (Linked to priorities and Aims (A,B,C,F, H,I))	Plan, organise and attend minimum of 6 H&S Committee Meetings. This is a key meeting to consult key H&S issues with trade unions. Trade unions will be asked 7 days before the meeting for trade union items for the agenda	<i>April 2023</i>	<i>March 2024</i>	<i>Community Director (Chair)</i> <i>Head of Corporate H&S,</i> <i>Directorate representative's senior managers, and Union/safety Representatives.</i>	<i>6</i>	<i>3 – On Target</i>	<i>6 - Completed</i>	Chaired by Divisional Director of HR OD due to the CHS Team transferring from community to resources The CHSB meet Quarterly (CU)
Fire Control Systems								

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<p>Corporate and Schools Fire Risk Assessments</p> <p>(Linked to priorities and Aims (A,B,H,I))</p>	<p>(a) Conduct a minimum of 20 fire risk assessments on corporate buildings, identified as the top high-risk Corporate premises and managers actions within time scales.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Head of Facilities Management</p>	<p>20</p>	<p>On Target</p>	<p>51 FRAs at corporate, libraries, children centres and parks been carried out</p>	<p>RA's will be on high/medium risk as determined by previous RA's,</p> <p>Once all FRAs have been completed the action will be to review and undertake all works to ensure compliance.</p> <p>Data was provided by Julia Maltseva</p>
	<p>(b) Conduct a minimum of 33 fire risk assessments on identified Schools premises. Head Teachers to address actions within time</p> <p>The schools undertake these FRAs directly but FM to check that RA are undertaken in community schools and the actions from the RA are managed.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Head of Facilities Management</p>	<p>33</p>		<p>21 FRA are available in this period</p>	<p>The schools undertake these FRAs directly but FM to check that RA are undertaken in community schools and the following remedial actions have been actioned.</p> <p>FM to come up with a strategy to check that this FRA for schools are undertaken</p> <p>Data was generated from Evotix Assure</p>
<p>Council Housing Fire Risk Assessment</p> <p>(Linked to priorities and Aims (A,B,H,I))</p>	<p>(a) Carryout Fire Risk Assessments in all High-Risk Priority common areas (4 or more stories/house) vulnerable persons/community halls and relevant team to attend to actions.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Director of Council Housing.</p>	<p>87 FRAs</p>		<p>4 story plus 48</p> <p>30 x Review FRA</p> <p>Sheltered Blocks x 9</p> <p>12 x Review FRA</p> <p>Community Halls x 2</p> <p>8 x Review FRA</p>	<p>RA's will be determined by previous RA's.</p> <p>Data provided by Marilyn Pipa</p>
	<p>(b) Carryout Fire Risk Assessments in Low Risk Priority Common areas (Between 2 & 3 stories/purpose built and relevant team to attend to actions.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Director of Council Housing</p>	<p>350 FRAs</p>		<p>230 FRA completed within this period</p> <p>Low Risk Street Properties 2-3 Storey x 41</p>	<p>RA's will be determined by previous RA's</p> <p>Data provided by Marilyn Pipa</p>

							189 x Review FRA	
Council Housing Fire Safety Audits (Linked to priorities and Aims (A,B,H,I))	Carryout audits of fire safety at high priority sites (a/b): 26 Total							
	(a) Audit Sheltered Housing Schemes and relevant team to attend to actions	<i>April 2023</i>	<i>March 2024</i>	<i>Divisional Director of Council Housing</i>	17			Awaiting Data
	(b) Audit Community Halls and relevant team to attend to actions	<i>April 2023</i>	<i>March 2024</i>	<i>Divisional Director of Council Housing</i>	9			Awaiting Data
Workplace Implementation								
Health & Safety Training (Linked to priorities and Aims (B,F,G,I))	(a) Identify suitable Health & Safety training opportunities as identified by department Directors/ Safety Rep's/HOS/safety circle leads.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors and safety Circle leads</i>	100%		Total staff trained in this period was 613 Evotix Assure refreshers training –604 DSE hub4 training – 9	Due to the shutting down of the training academy, there was no training done by the training academy. The training matrix is currently been revised and will be published as soon as possible.
	Level 3 Award in Health and Safety (b) First Line Managers and Supervisors to attend, and L3 Risk Assessment course	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/ HOS</i>	100%			Mandatory for all first line managers/supervisors. To book- Training.academy@harrow.gov.uk

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								Due to the shutting down of the training academy this training did not hold. The level 3 training course is currently under review
DSEasy Home, Office and Remote Working Assessment (Linked to priorities and Aims (B,D,E,F))	As part of any good safety management system, it is necessary for risk assessments to be conducted on the use of display screen equipment, to ensure compliance with legislation and to reduce any risks which may arise from the use of DSE to the user.	<i>April 2023</i>	<i>March 2024</i>	<i>Directors/HOS</i>	<i>100%</i>		<i>60% - Completed.</i> <i>DSE Information on LMS365 was updated to make it clear to new starters and manager</i>	This will ensure Less pressure on job titles. Agile work environments often allow more fluidity in job roles and the division of labour, making work more varied and interesting for employees. DSE e-learning and self-assessment is too onerous and should be reduced to 3-year cycle or sooner if required (significant change/requested (issues developing) CJ to review
Asbestos Management								
Corporate Buildings Asbestos Surveys (Linked to priorities and Aims (A,B,C,H))	To carry out asbestos surveys in all corporate buildings. Each building to have an asbestos management plan	<i>April 2023</i>	<i>March 2024</i>	<i>Head Facilities Management</i>	<i>55</i>	<i>50% - On Target</i>	<i>100% - Completed</i> <i>55 have be completed</i>	To meet employers’ statutory duties under Regulation 4 of Control of Asbestos Regulation 2012. Data was provided by Julia Maltseva
	To carry out asbestos re-inspection survey to look at process and verify integrity of asbestos works by contractors, facilities Management to attend to any identified failings.	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Facilities Management.</i>	<i>55</i>	<i>On Target</i> <i>All surveys carried out February-May</i>	<i>100% Completed</i>	This will ensure processes are working and that we are carrying out a due diligence check. Data was provided by Julia Maltseva
Community Schools and Schools with SLA Asbestos Surveys (Linked to priorities and Aims (A,C,H))	(a) To review management plans and results from surveys and carry out actions identified. There will be a minimum of 20 schools surveyed with Management Plans. Schools to attend to actions. Should this	<i>April 2023</i>	<i>March 2024</i>	<i>Head of Faculties Management /Head Teachers</i>	<i>10 schools</i>	<i>On Target</i> <i>11 carried in March-June</i>	<i>100% Completed</i>	To meet employers’ statutory duties under Regulation 4 of Control of Asbestos Regulations 2012 - Community Schools LBE as the Duty Holder Data was provided by Julia Maltseva

<p>Council Housing Asbestos Surveys</p> <p>(Linked to priorities and Aims (A,B,C,H))</p>	<p>(a) To carry out and manage a Surveys on all common parts of the Housing stock</p> <p>This will be risk based and client directed. Council Housing to attend to required actions.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Director of Housing</p>	<p>412 surveys</p>	<p>Behind Target</p> <p>134 completed (for period 1 June to 30 Sept 2023 only)</p>	<p>Behind Target</p> <p>412 have been completed within this period.</p>	<p>To meet employers' statutory duties under Regulation 4 of CAR 2012.</p> <p>Data was provided by Krish Ponnusawmy</p>
<p>Communications</p>								
<p>Occupational Health Service</p> <p>(Linked to priorities and Aims (E,F,G,H,))</p>	<p>(a) To ensure the Occupational Health Service continues to provide adequate health surveillance, HEP B vaccination, return to work rehabilitation, health promotion and reduction of work-related sickness absence</p> <p>(b) To provide statistical trend analysis about Occupational Health Service which will include employee referrals, counselling and the EAP service.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>HR</p>	<p>HR to provide an update on Occupational health performance quarterly at the CHSB.</p>	<p>50% - On Target</p>	<p>100% - Completed</p>	<p>Managers to identify staff and refer staff to OH either for Health Surveillance or HEPB or Both.</p> <p>HR to provide an update on Occupational health performance quarterly at the CHSB.</p> <p>Statistical trend analysis about Occupational Health Service which will include employee referrals, counselling and the EAP service.</p>
<p>Communication Channels to promote key H&S performance measures to employees</p> <p>(Linked to priorities)</p>	<p>(c) Safety Circle leads to provide dates and key risks of safety circles. CHS to suggest these key areas to safety circle leads.</p> <p>(d) Workshops</p> <p>(e) Safety tours</p> <p>(f) Newsletters</p> <p>(g) Audits</p> <p>(h) Employee suggestions for improvement</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Safety circle Leads</p>	<p>At least one a quarter</p>	<p>Newsletters have been issued throughout the period.</p> <p>Some audits have been completed.</p> <p>Safety Circles happened once in this period</p>	<p>Schools Newsletters have been issued.</p>	<p>Safety Circles information has now been communicated to individual directorates reminding them to hold these meetings within their teams. Additionally, schools received a quarterly newsletter update.</p>

<p>and Aims (F,G,H,I)</p>	<p>(i) Corporate H&S Board to invite Divisional Directors to update progress on key risks for example.</p> <ul style="list-style-type: none"> - Corporate Building compliance - Community Schools building compliance - Housing Premises building compliance - Incident/ Accident statistical data - Housing Fire door replacement programme - Occupational Health statistical data - COVID-19 RA's tracker 	<p>April 2023</p>	<p>March 2024</p>	<p>Divisional Directors</p>	<p>Quarterly</p>	<p>50% - On target</p>	<p>100% - Completed</p>	<p>The corporate H&S Board meets quarterly to discuss areas of concerns/risks to the organisation and agree future agenda items.</p> <p>Housing has a housing asset compliance monitoring meeting. CJ</p>
<p>Corporate Significant Risks</p>								
<p>Corporate Risk Register detailing significant H&S risks to the organisation.</p> <p>(Linked to priorities and Aims (A,F,G,H))</p>	<p>(a) The corporate risk register highlighting those significant H&S risks to be presented to the Corporate Leadership Team (CLT) and Corporate H&S Board.</p>	<p>April 2023</p>	<p>March 2024</p>	<p>Corporate Risk Manager</p>	<p>Quarterly</p>	<p>50% - On target</p>	<p>100% - On Target</p>	<p>Significant risks to be brought to the attention of MD and the CLT.</p> <p>The risk on H&S included in the corporate risk register was reported to CLT for Quarters 1 and 3 and is scheduled for reporting for Q4 on 11.06.24. No report was submitted for Q2.</p> <p>It was therefore Partly Achieved for first 6 months (Quarters 1-2) and Fully Achieved for Quarters 3 and 4 and by the Year-End</p> <p>The risk register is a living document that stays in place until the risk is addressed.</p>

								Data provided by Neale Burns
<p>Report Data Analysis on Accidents, Incidents and near misses.</p> <p>(Linked to priorities and Aims (A,F,G,H))</p>	<p>(a) Present monthly data analysis on all accident, incident and near misses at the CHSB.</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Head of Corporate H&S</i></p>	<p><i>Quarterly</i></p>	<p><i>50% - On Target</i></p>	<p><i>100% - Completed</i></p>	<p>Trend Analysis on accident data to be brought to the attention of CHSB.</p> <p>CHSB is scheduled Quarterly</p>
<p>Health and wellbeing Resilience</p>								
<p>Corporate Health & Wellbeing Strategy</p> <p>(Linked to priorities and Aims (D,F,I))</p>	<p>(a) Refresher Training for MHFA and MECC training</p> <p>(b) To support public health mental health campaigns</p>	<p><i>April 2023</i></p>	<p><i>March 2024</i></p>	<p><i>Laurence Gibson and Andrea Lagos Public Health</i></p>	<p><i>Quarterly</i></p>	<p><i>On - Target</i></p> <p><i>a. Maintain and train at least 15 Wellbeing champion</i></p> <p><i>b. Support Mental health awareness week, world mental health day and suicide prevention day</i></p>	<p><i>100% - Completed.</i></p> <p><i>c) MECC Training offered to all wellbeing champions</i></p> <p><i>d) MHFA refresher offered to wellbeing champions in progress?</i></p>	<p>To present progress against the health & wellbeing strategy to the CHSB. To be arranged (AL)</p> <p>Achievement data was provided by Andrea Lagos</p>

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Prepared for: Harrow Council
Prepared by: Health Assured

Report period: 1 March 2023 - 29 February 2024

Executive Summary

The annualised utilisation for Harrow Council is 8.1%, calculated as counselling and advice calls against employee headcount of 2,100.

A total of 171 calls have been logged within the current reporting period.

- 116 of these were counselling calls.
- Counselling calls account for 67.8% of all calls, sitting below our benchmark of 74.0% by 6.2%
- Low Mood was the most common reason, accounting for 24.1% of overall counselling engagement. This was followed by Anxiety 23.3% and Employment 20.7%

55 of these were advice calls.

Advice calls account for 32.2% of all calls, sitting above our benchmark of 26.0% by 6.2%

Employment was the most common reason, accounting for 43.6% of overall advice engagement. This was followed by Civil 14.5% and Wills & Probate 10.9%

In terms of formal counselling engagement there has been:

- 1 referrals for face-to-face counselling, with a total of 7 sessions being delivered
- 1 referrals for structured telephone counselling, with a total of 12 sessions being delivered
- 6 referrals for online counselling, with a total of 41 sessions being delivered
- 3 referrals for online CBT counselling, with a total of 8 sessions being delivered

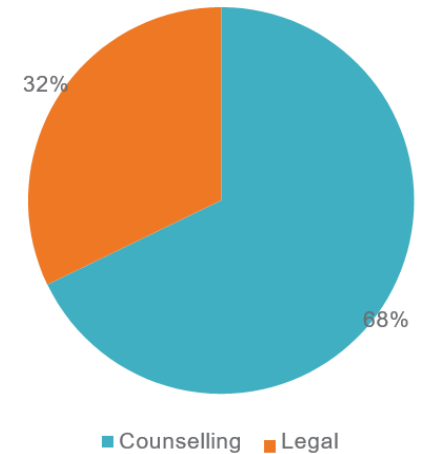
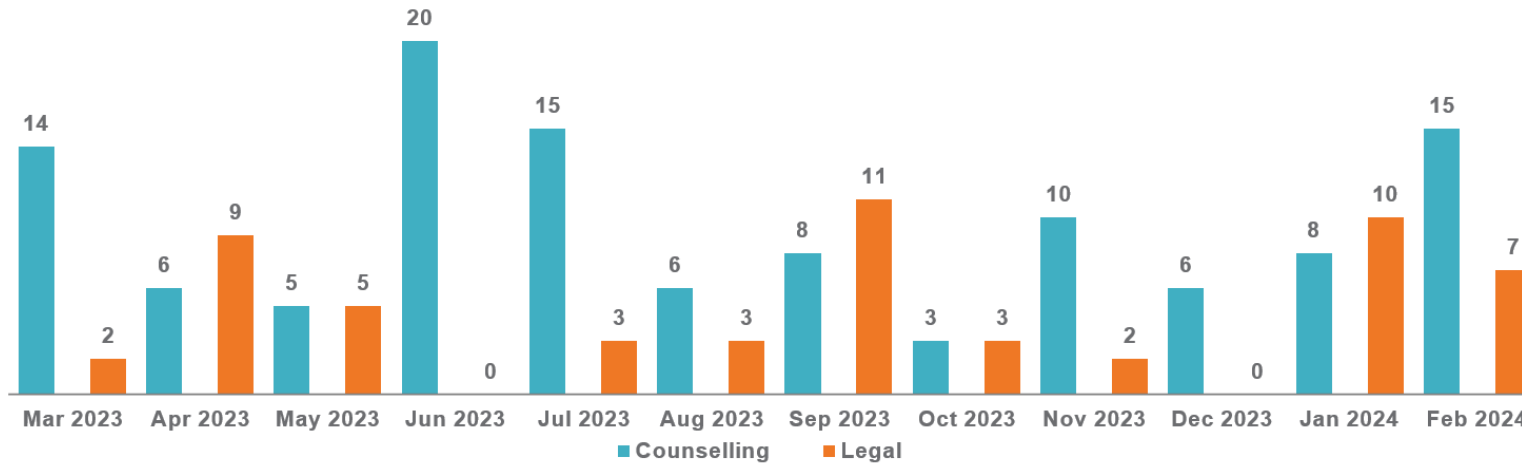
The online portal has received a total of 141 hits within the current reporting period.

Call Summary

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total	Total
Counselling	14	6	5	20	15	6	8	3	10	6	8	15	116	68%
Legal	2	9	5	0	3	3	11	3	2	0	10	7	55	32%
Overall	16	15	10	20	18	9	19	6	12	6	18	22	171	100%

Call Summary

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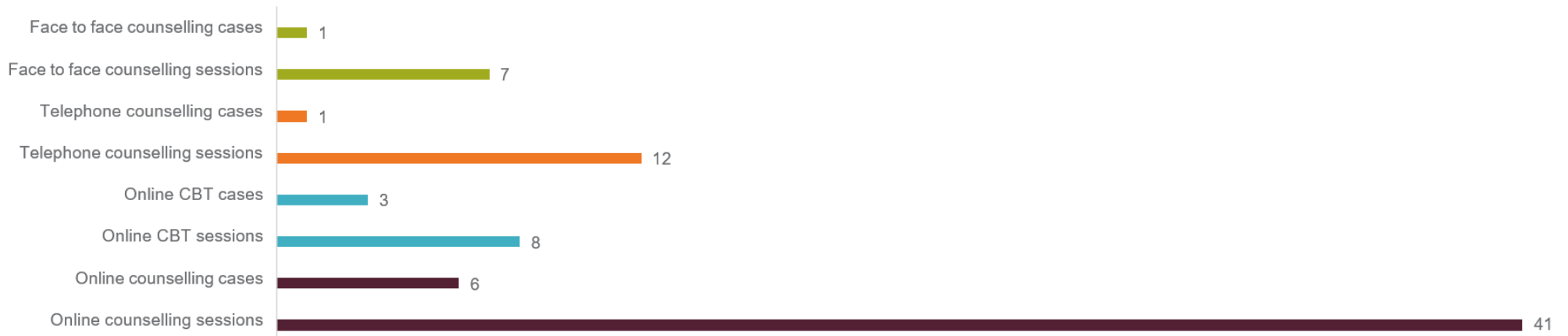


Utilisation Summary

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total
Counselling calls	14	6	5	20	15	6	8	3	10	6	8	15	116
Legal calls	2	9	5	0	3	3	11	3	2	0	10	7	55
Face to face counselling cases	0	0	0	0	0	0	0	0	0	1	0	0	1
Face to face counselling sessions	0	0	0	0	0	0	0	0	0	1	4	2	7
Telephone counselling cases	0	0	0	1	0	0	0	0	0	0	0	0	1
Telephone counselling sessions	3	2	1	0	3	2	1	0	0	0	0	0	12
Online CBT cases	0	0	0	1	1	1	0	0	0	0	0	0	3
Online CBT sessions	0	0	0	0	0	0	5	2	1	0	0	0	8
Online counselling cases	2	0	0	0	0	0	0	1	0	1	1	1	6
Online counselling sessions	14	4	6	0	0	0	0	0	2	5	5	5	41
Management referral cases	0	0	0	1	0	0	0	0	0	0	0	0	1
Monitored cases	0	0	0	0	0	0	0	0	0	0	0	0	0
Online hits	44	26	27	44	0	0	0	0	0	0	0	0	141

09

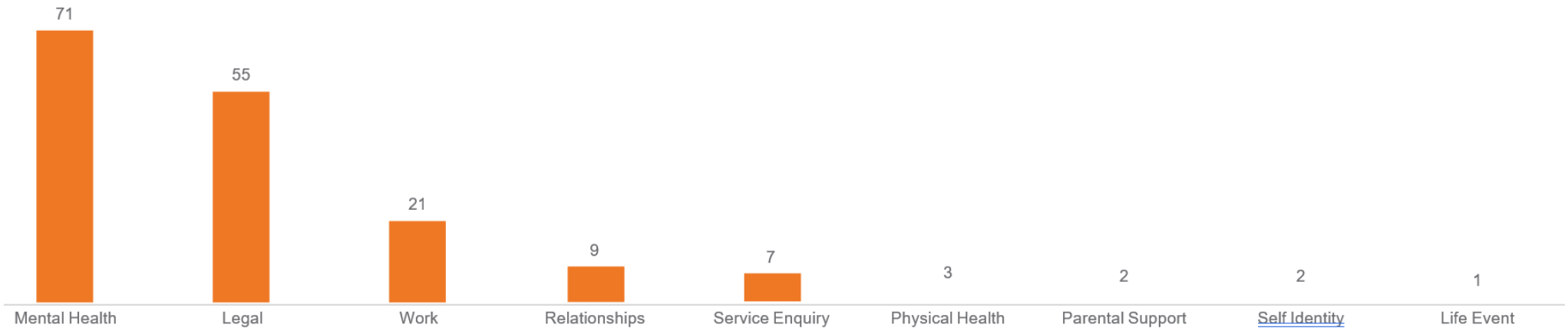
Utilisation Summary



Calls by Category

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total
Mental Health	13	1	2	12	13	1	7	0	5	3	6	8	71
Legal	2	9	5	0	3	3	11	3	2	0	10	7	55
Work	0	5	2	3	0	3	0	2	1	0	1	4	21
Relationships	0	0	0	1	0	1	0	1	3	0	0	3	9
Service Enquiry	1	0	1	0	2	1	1	0	0	0	1	0	7
Physical Health	0	0	0	0	0	0	0	0	0	3	0	0	3
Parental Support	0	0	0	2	0	0	0	0	0	0	0	0	2
Self Identity	0	0	0	2	0	0	0	0	0	0	0	0	2
Life Event	0	0	0	0	0	0	0	0	1	0	0	0	1
Grand Total	16	15	10	20	18	9	19	6	12	6	18	22	171

69

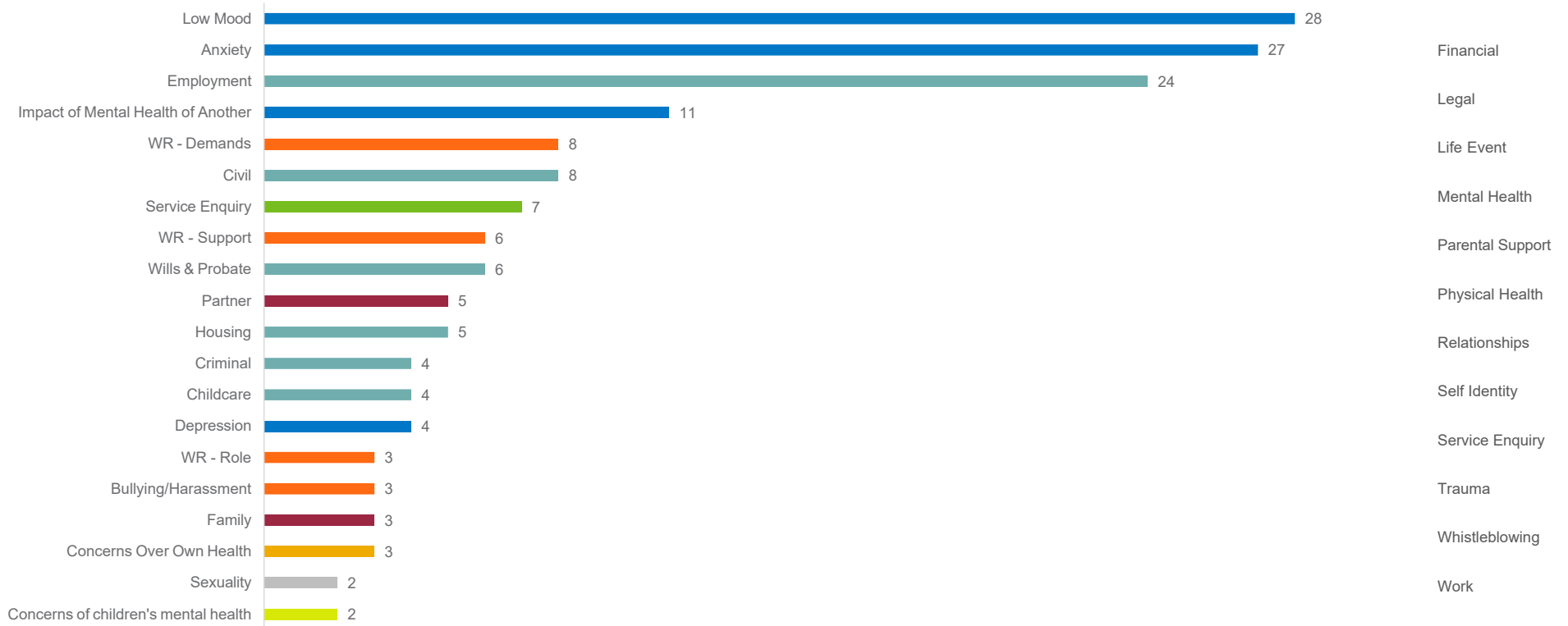
Calls by Category


Top 40 Counselling Call Categories

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total
Low Mood	4	0	2	0	6	1	6	0	5	3	0	1	28
Anxiety	9	0	0	5	3	0	1	0	0	0	6	3	27
Employment	0	3	5	0	2	0	3	0	2	0	5	4	24
Impact of Mental Health of Another	0	0	0	5	2	0	0	0	0	0	0	4	11
WR - Demands	0	2	2	0	0	0	0	0	0	0	1	3	8
Civil	0	0	0	0	0	0	8	0	0	0	0	0	8
Service Enquiry	1	0	1	0	2	1	1	0	0	0	1	0	7
WR - Support	0	3	0	0	0	0	0	2	1	0	0	0	6
Wills & Probate	0	0	0	0	0	0	0	1	0	0	2	3	6
Partner	0	0	0	0	0	0	0	0	3	0	0	2	5
Housing	2	0	0	0	0	2	0	1	0	0	0	0	5
Criminal	0	4	0	0	0	0	0	0	0	0	0	0	4
Childcare	0	0	0	0	0	1	0	1	0	0	2	0	4
Depression	0	0	0	2	2	0	0	0	0	0	0	0	4
WR - Role	0	0	0	3	0	0	0	0	0	0	0	0	3
Bullying/Harassment	0	0	0	0	0	3	0	0	0	0	0	0	3
Family	0	0	0	1	0	0	0	1	0	0	0	1	3
Concerns Over Own Health	0	0	0	0	0	0	0	0	0	3	0	0	3
Sexuality	0	0	0	2	0	0	0	0	0	0	0	0	2
Concerns of children's mental health	0	0	0	2	0	0	0	0	0	0	0	0	2
Personal Injury	0	2	0	0	0	0	0	0	0	0	0	0	2
WR - Change	0	0	0	0	0	0	0	0	0	0	0	1	1
Domestic Abuse	0	0	0	0	0	1	0	0	0	0	0	0	1
Addiction	0	1	0	0	0	0	0	0	0	0	0	0	1
Bereavement	0	0	0	0	0	0	0	0	1	0	0	0	1
Divorce & Separation (Legal)	0	0	0	0	0	0	0	0	0	0	1	0	1
Property	0	0	0	0	1	0	0	0	0	0	0	0	1
Grand Total	16	15	10	20	18	9	19	6	12	6	18	22	171

Top 20 Counselling Call Categories (Graph)

Counselling Call Categories



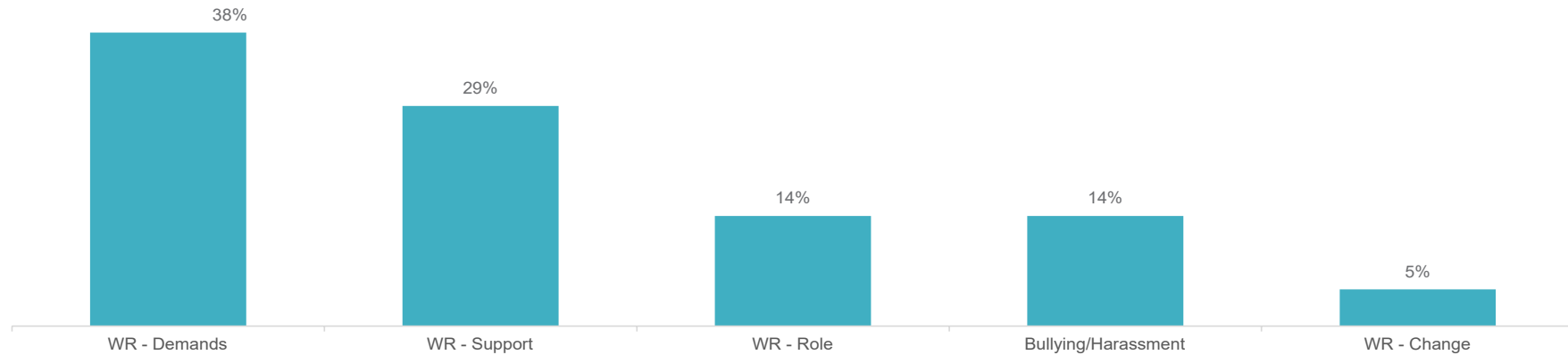
71

Work Related Calls

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total
WR - Demands	0	2	2	0	0	0	0	0	0	0	1	3	8
WR - Support	0	3	0	0	0	0	0	2	1	0	0	0	6
WR - Role	0	0	0	3	0	0	0	0	0	0	0	0	3
Bullying/Harassment	0	0	0	0	0	3	0	0	0	0	0	0	3
WR - Change	0	0	0	0	0	0	0	0	0	0	0	1	1
Grand Total	0	5	2	3	0	3	0	2	1	0	1	4	21

72

Work Related Calls

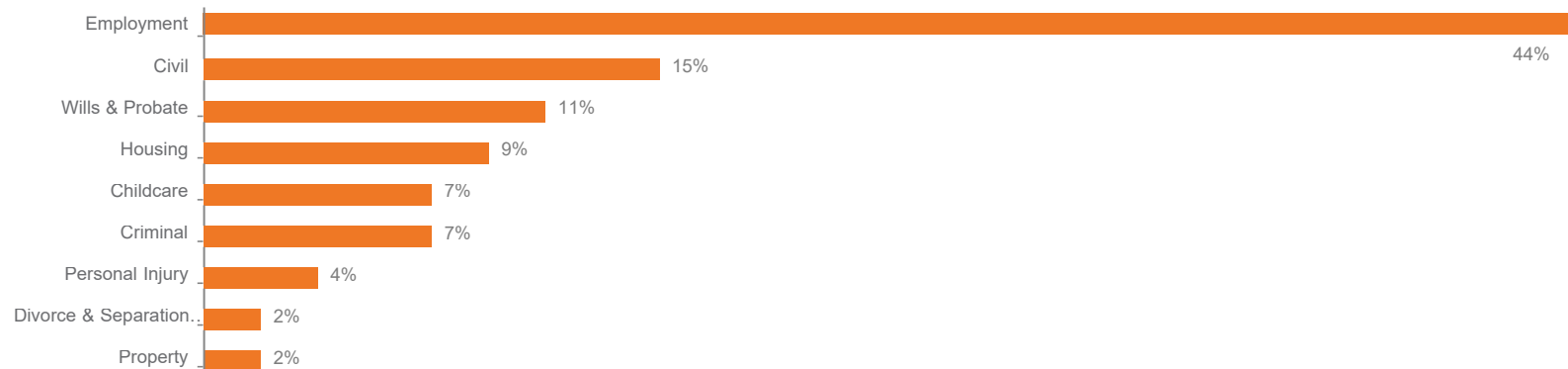


Legal Calls by Category

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total
Employment	0	3	5	0	2	0	3	0	2	0	5	4	24
Civil	0	0	0	0	0	0	8	0	0	0	0	0	8
Wills & Probate	0	0	0	0	0	0	0	1	0	0	2	3	6
Housing	2	0	0	0	0	2	0	1	0	0	0	0	5
Childcare	0	0	0	0	0	1	0	1	0	0	2	0	4
Criminal	0	4	0	0	0	0	0	0	0	0	0	0	4
Personal Injury	0	2	0	0	0	0	0	0	0	0	0	0	2
Divorce & Separation (Legal)	0	0	0	0	0	0	0	0	0	0	1	0	1
Property	0	0	0	0	1	0	0	0	0	0	0	0	1
Grand Total	2	9	5	0	3	3	11	3	2	0	10	7	55

73

Legal Calls

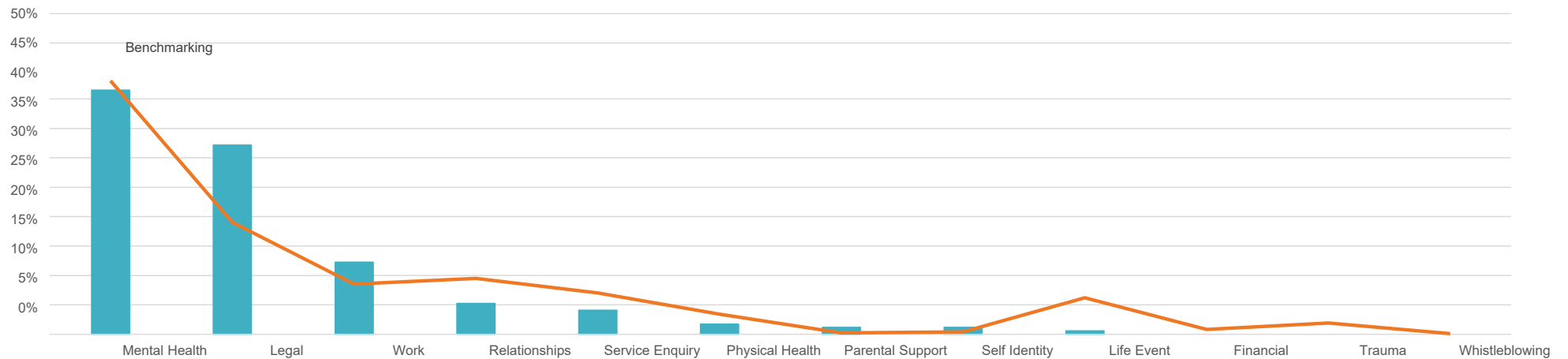


Benchmarking

	Mar 2023	Apr 2023	May 2023	Jun 2023	Jul 2023	Aug 2023	Sep 2023	Oct 2023	Nov 2023	Dec 2023	Jan 2024	Feb 2024	Total	Split by %	Benchmarking
Mental Health	13	1	2	12	13	1	7	0	5	3	6	8	71	42%	43%
Legal	2	9	5	0	3	3	11	3	2	0	10	7	55	32%	19%
Work	0	5	2	3	0	3	0	2	1	0	1	4	21	12%	9%
Relationships	0	0	0	1	0	1	0	1	3	0	0	3	9	5%	10%
Service Enquiry	1	0	1	0	2	1	1	0	0	0	1	0	7	4%	7%
Physical Health	0	0	0	0	0	0	0	0	0	3	0	0	3	2%	3%
Parental Support	0	0	0	2	0	0	0	0	0	0	0	0	2	1%	0%
Self Identity	0	0	0	2	0	0	0	0	0	0	0	0	2	1%	0%
Life Event	0	0	0	0	0	0	0	0	1	0	0	0	1	1%	6%
Financial	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	1%
Trauma	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	2%
Whistleblowing	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
University Life	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%
Grand Total	16	15	10	20	18	9	19	6	12	6	18	22	171	100%	100%

74

Benchmarking





Report for: Employees' Consultative Forum

Date of Meeting:	19 September 2024
Subject:	Information Report - Annual Workforce Profile Report 2023-2024
Key Decision:	No
Responsible Officer:	Shumaila Dar, Assistant Director, Corporate Strategy
Portfolio Holder:	Councillor David Ashton, Portfolio Holder for Finance and Highways
Exempt:	No
Decision subject to Call-in:	No
Wards affected:	None
Enclosures:	Appendix A – Annual Workforce Profile Report 2023-24

Section 1 – Summary and Recommendations

The Annual Workforce Profile Report gives a detailed breakdown of the council's workforce from April 2023-March 2024 (see Appendix A). This report contains a current snapshot of our workforce, broken down into each of the protected characteristics where data is held, providing an overview of the diversity profile of the council's workforce and how this compares with the population of Harrow and the London average. The data in this report will help to inform the council's workforce planning and decision-making processes in relation to levelling up the council's offer for under-represented groups. The report will help shape the development of workforce initiatives to further improve the representation of minority groups within the Council, and to ensure more inclusive processes and practices across the organisation.

Recommendations:

The Forum is requested to:

- Note the Council's Annual Workforce Equality Report

Reason: To update the Forum on the Annual Workforce Equality Report

Section 2 – Report

Introductory paragraph

The ECF's terms of reference include receiving and commenting on regular reports including an annual report on employment issues analysed by protected characteristics.

Harrow's Workforce Equality Report covers the period between April 2023 to March 2024. The report contains a current snapshot of our workforce, broken down into each of the protected characteristics where data is held. The protected characteristics as defined in the Equality Act are:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave
- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex
- sexual orientation

It is worth noting that religion and sexual orientation also remains massively underreported within Harrow Council.

The report provides an overview of the diversity profile of the council's workforce and how this compares with the population of Harrow and the London average. The data in this report will help to inform the council's workforce planning and decision-making processes in relation to levelling up the council's offer for under-represented groups. The report will help shape the development of workforce initiatives to further improve the representation of minority groups within the Council, to ensure more inclusive processes and practices across the organisation.

Options considered

None.

Background

As one of the most ethnically and religiously diverse boroughs in the country with many people from a vast range of diverse backgrounds living side by side, Harrow is committed to developing a workforce that is thriving, fair, diverse, and representative of the residents within our local community. Over the last year, the council has demonstrated a renewed commitment to equality and diversity, through our work on race equality. This has seen the organisation embark on new journey to become a fully accessible and inclusive employer, which welcomes a broad range of skills, experiences, and perspectives that are representative of Harrow's vibrant community, and considers the rights of all staff.

The total number in Harrow's Workforce as of 31 March 2024 is 2009.

Data sources included in this report are as follows:

Internal data used in this report has been drawn from:

- Microsoft Dynamics 365 ERP system as of 31 March 2024
- Staff completion of Microsoft Dynamics 365 ERP Data 2024
- Harrow Council Scorecard 2024
- Maternity returners 2023-24

Benchmarking data has been drawn from a range of sources including:

- The Human Capital Metrics Survey 2022-2023
- The Office of National Statistics
- The Greater London Authority
- The Government Equalities Office

The report relates to Harrow's non-schools' workforce. It excludes contracted services that are monitored by other sources.

Current situation

Under the Public Sector Equality Duty (PSED) set out in s.141 of the Equality Act 2010, all public authorities must have due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it.

Employees are able to choose whether or not to provide information on their equality characteristics, except for certain information which is required for payroll processing and pension administration (e.g., age and sex). The data that follows is based on the number of employees that have chosen to provide their equalities information. The report contains data relies on the completion of staff ERP data which was 49% in 2023-2024. The Annual Workforce Profile Report provides the council with a detailed analysis of our workforce, which will contribute to shaping our future corporate objectives on equality, diversity and inclusion.

Ward Councillors' comments

This report does not affect any ward councillors, therefore their comments were not sought.

Performance Issues

This report will help shape the council's Workforce Strategy, which sets out clearly the council's ambitions to create a fair and equitable workplace for all employees.

Environmental Implications

There are no environmental implications.

Data Protection Implications

There are no data protection implications.

Risk Management Implications

Risks included on corporate or directorate risk register? **Yes**

Separate risk register in place? **No**

The relevant risks contained in the register are attached/summarised below.
Yes

The following key risks should be taken into account when agreeing the recommendations in this report:

Risk Description	Mitigations	RAG Status
Systemic issues of inequality and disproportionality experienced by staff with protected characteristics are not recognised and addressed by the Council [Staff Dimension]	<ul style="list-style-type: none"> • Strategies in place including the Equalities, Diversity and Inclusion (EDI) Strategic Framework, Race Equality Action Plan, and EDI has been integrated into the Workforce Strategy. • Annual production of the Workforce Profile • Staff networks established with direct line to Managing Director • Refreshed training and development, including EDI mandatory training, Dignity and Respect at Work, and EQIAs • Clear governance process via the EDI Board • New Dignity at Work completed and delivered to managers • Share Not Declare campaign completed and delivered to managers • Review of recruitment policy and procedure 	Amber

Legal Implications

The nine protected characteristics are set out in the Equality Act 2010 and Section 149 sets out the public sector equality duty (PSED). The duty is detailed below in the equality section.

Obligations to publish information and set out objectives are contained in the Equality Act 2010 (Specific Duties and Public Authorities) Regulations SI 2017/353. The Council is required to publish information to demonstrate its compliance with the PSED. The information must include information relating to persons who share a protected characteristic, who are its employees, or who are affected by the council's policies or practices.

Financial Implications

There are no financial implications as a result of this report.

Equalities implications / Public Sector Equality Duty

Decision makers should have due regard to the public sector equality duty in making their decisions. The equalities duties are continuing duties they are not duties to secure a particular outcome. The equalities impact will be revisited on each of the proposals as they are developed. Consideration of the duties should precede the decision. It is important that Cabinet has regard to the statutory grounds in the light of all available material such as

consultation responses from staff. The statutory grounds of the public sector equality duty are found at section 149 of the Equality Act 2010 and are as follows:

A public authority must, in the exercise of its functions, have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- c) Encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

The steps involved in meeting the needs of disabled persons that are different from the needs of persons who are not disabled include, in particular, steps to take account of disabled persons' disabilities.

Having due regard to the need to foster good relations between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to:

- (a) Tackle prejudice, and
- (b) Promote understanding.

Compliance with the duties in this section may involve treating some persons more favourably than others; but that is not to be taken as permitting conduct that would otherwise be prohibited by or under this Act.

The relevant protected characteristics are:

- age
- gender reassignment
- being married or in a civil partnership
- being pregnant or on maternity leave

- disability
- race including colour, nationality, ethnic or national origin
- religion or belief
- sex
- sexual orientation

The Annual Workforce Equality Report will have a positive impact on the council's renewed focus to tackle inequality in the workplace and to address the issue of under-representation across the council.

Council Priorities

1. **A council that puts residents first**
2. **A place where those in need are supported**

Section 3 - Statutory Officer Clearance

Statutory Officer: Caroline Eccles

Signed by the Monitoring Officer

Date: 12 September 2024

Chief Officer: Alex Dewsnap

Signed off by the relevant Director

Date: 13 September 2024

Mandatory Checks

Ward Councillors notified: NO,

EqIA carried out: NO

An EQIA is not required for this report.

Section 4 - Contact Details and Background Papers

Contact: Shumaila Dar, Assistant Director of Corporate Strategy,
shumaila.dar@harrow.gov.uk 07874891502

Background Papers: None.

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**London Borough of Harrow
Annual Workforce Profile
2023-24**



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1. Introduction

Harrow's Workforce Equality Report covers the period between 01 April 2023 to 31 March 2024. This report contains a current snapshot of our workforce, broken down into each of the protected characteristics where data is held, which include:

- Age
- Disability
- Race (Ethnicity)
- Sex
- Religion and belief
- LGBTQIA+ (Gender reassignment and sexual orientation)
- Pregnancy and maternity
- Marriage and Civil Partnership

As one of the most ethnically and religiously diverse boroughs in the country, Harrow is committed to fostering a workforce that is thriving, fair, diverse, and truly representative of our local community. Our diverse population, with residents from a vast range of backgrounds living and working together, highlights the importance of this commitment.

In recent years, Harrow Council has reinforced its dedication to equality and diversity through focused initiatives on race equality and enhancements to our Equality Impact Assessment processes, ensuring adherence to the Public Sector Equality Duty (PSED). These efforts signify our journey toward becoming a fully accessible and inclusive employer, welcoming a wide array of skills, experiences, and perspectives. Our goal is to ensure our workforce reflects Harrow's vibrant community and that the rights of all staff are upheld.

This report provides an overview of the diversity profile of the council's workforce and how this compares with the population of Harrow and the London average. The data in this report will help to inform the council's workforce planning and decision-making processes in relation to levelling up the council's offer for underrepresented groups. The report will help shape the development of workforce initiatives to further improve the representation of minority groups within the council, to ensure more inclusive processes and practices across the organisation.

2. About the data

Data sources:

Internal data used in this report has been drawn from:

- Microsoft Dynamics 365 ERP system as of 31 March 2024
- Staff completion of Microsoft Dynamics 365 ERP Data 2024
- Harrow Council Scorecard 2024
- Maternity returners 2023-24

Benchmarking data has been drawn from a range of sources including:

- The Human Capital Metrics Survey 2022-2023
- The Office of National Statistics
- The Greater London Authority
- The Government Equalities Office

Workforce information the report includes: The report relates to Harrow's non-schools' workforce. It excludes Agency staff, contracted services that are monitored by other sources, and includes both permanent and temporary workforce defined as follows:

- **Permanent**
 - Permanent
 - Secondment (Internal)
- **Temporary**
 - Acting up
 - Apprentice
 - Fixed Term
 - Temporary

The total number of staff in Harrow's Workforce as of 31 March 2024 is 2,009.

Equality Data: Employees can choose whether to provide information on their equality characteristics, except for certain information which is paramount for payroll processing and pension administration (e.g. age and gender). The data that follows is based on the number of employees that have chosen to provide their equality information.

Percentage and counts: Most figures are expressed as percentages but base counts (the number of employees that charts/graphs are based on) are provided in the report for reference. Please note that percentages in some cases have been rounded up to the nearest percentage point, meaning figures presented may not always total 100% or other total presented exactly.

Confidentiality: The local authority has adhered to all the necessary checks to ensure that none of the information will lead to identification of an individual employee. For this reason, all data has been anonymised.

3. Definition of Terms

BAME – BAME is used for the purposes of presenting data and does not replace the term 'Black, Asian and Multi-ethnic' as stated in the council's Race Equality Action Plan.

Disability - Employees that have a disability or long-term impairment.

LGBTQIA+ – lesbian, gay, bisexual, transgender, queer, questioning, intersex, asexual,+

Parenting responsibilities - Employees who have caring responsibilities for children or young people under the age of 18.

Promotions – Employees that have moved up one or more pay grade in the last 12 months.

Religion and belief – A particular religion or philosophical belief an employee follows. This term also covers employees who have a non-formal religious or belief system, and those who have no religious affiliations.

Pay band – The pay band of employees working for Harrow Council. The pay bands used in the comparisons below are as follows:

Salary Lower Limit (£)	Pay band	Equivalent to
£0	1	G1 - G3
£27,210	2	G4 - G8
£39,606	3	G9 - G11
£51,813	4	MG1 - MG3
£76,923	5	MG4 and D1
£118,359	6	D2 and above

Table 1 Pay band 2023-24

4. Staff completion of workforce data

According to our most recent workforce profile data, Harrow council currently employs 2,009 full-time and part-time staff (excluding school staff). Understanding the demographic make-up of our workforce relies on the completion of staff data on MS D365.

Over the last four years, the completion of the council’s ERP data has been around 43.0% (average) of our overall staff population which, although low, has gradually increased from 27.2% in 2017/18 to 49.03% in Q4 of 2023/24 which saw a 4.4 percentage point increase since Q4 2022/23.

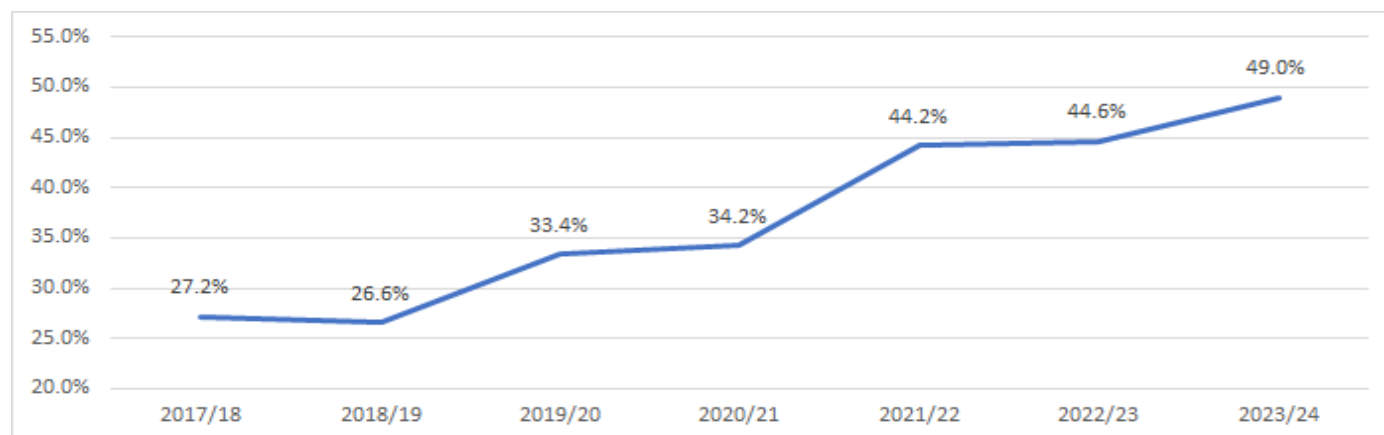


Figure 1 Staff completion of MS D365 data, Harrow Council Scorecard as of 31 March 2024

The data used in this report is based on the number of staff who have provided information on their protected characteristics. It does not account for providing gender and age data, as those are mandatory fields when being employed by Harrow.

It is important to note that some data included in this report contain a higher rate of completion, including data on age, race, and sex.

Figure 1 above shows an increase in the completion of equalities data by staff in the Microsoft D365 system, from 27.2% in 2017/18 to 49.0% in 2023/24. This upward trend reflects the effort by the EDI and HR & OD team in encouraging staff to share their personal information via initiatives like the share not declare campaign.

It is important to note that this completion data excludes mandatory gender and age information as these are mandatory fields which need to be filled in during job application.

5. Age

The accompanying graph illustrates the age distribution of Harrow Council's workforce in comparison to the borough's demographic. Notably, the age groups of 35-44, 45-54, and 55-64 constitute 73% of the council's workforce. Additionally, the 25-34 age group represents 15% of the workforce, surpassing the proportion within the borough's population

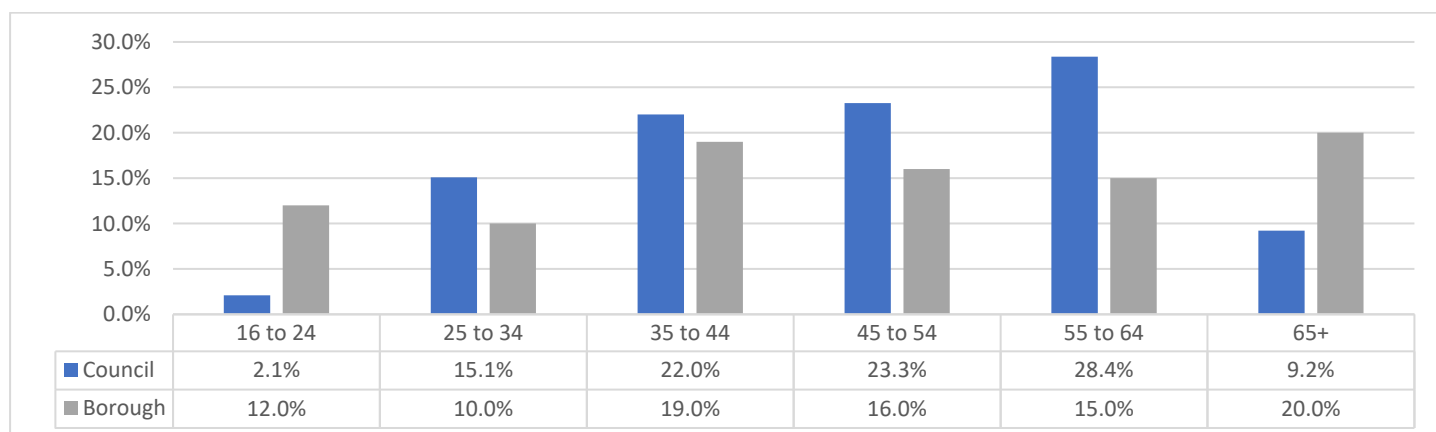


Figure 2 Age Profile MS D365 31/03/24 excluding agency 31 March 2024

Compared with the borough population, there is a lower representation of 16 to 24-year-olds in the workforce and a higher representation of those aged 55 to 64 and 45 to 54. In addition to this 9.2% of employees fall in the age range of 65+, which is the highest across all London boroughs.

It is important to note that not all 16 to 24 year olds would be available for work. Similarly, not all those aged 65 and over would be available for work.

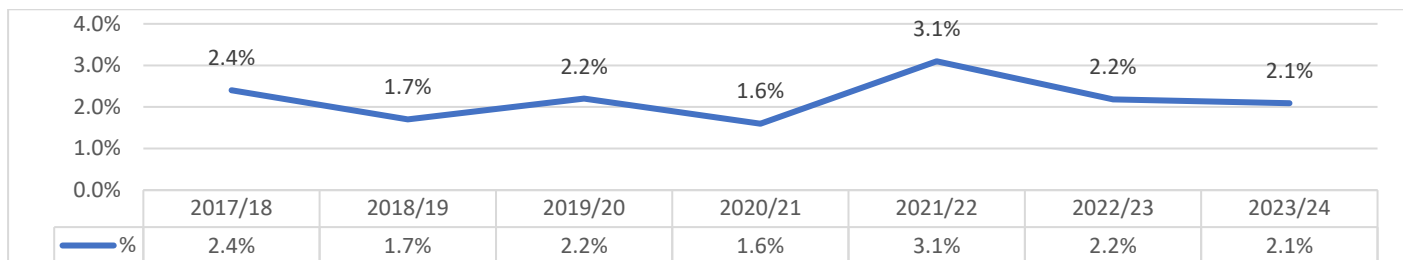


Figure 3 Trend of employees aged under 25, MS D365 365 ERP, 31 March 2024

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	London
Proportion of employees aged under 25	1.7%	2.2%	1.6%	3.1%	2.2%	2.1%	2.7%

Over the past five years, the percentage of employees aged 25 and under in the Harrow Workforce has averaged 2.2%. This figure saw a modest rise to 3.1% in 2021/22 before returning to 2.2% in 2022/23 and 2.1% in 2023/24. This is slightly lower than the London mean of 2.7%, according to the HCM Survey 2022-23.

5.1. Age and pay band

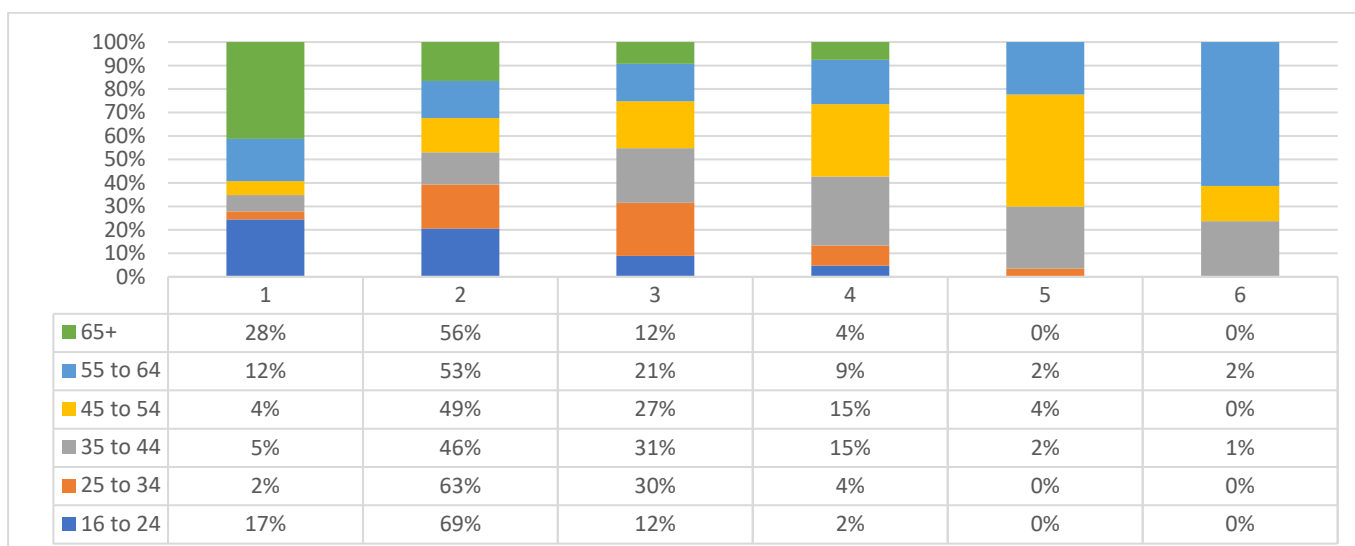


Figure 4 Age and pay band, MS D365 ERP, 31st March 2024 without agency

The relationship between age and staff pay band is illustrated in the graph above, which shows that majority of the staff aged 16 to 24 tend to remain within pay bands 1-3, with a small portion 2% in pay band 4. Representation at the higher pay bands of 4 and 5 is more visible in the 45 to 54 age group. Most staff in pay bands 5-6 are aged 55 to 64. The vast majority of staff aged 65+ are between pay bands 1-3 with a small percentage 4% at pay band 4.

5.2. Age: Recruitment

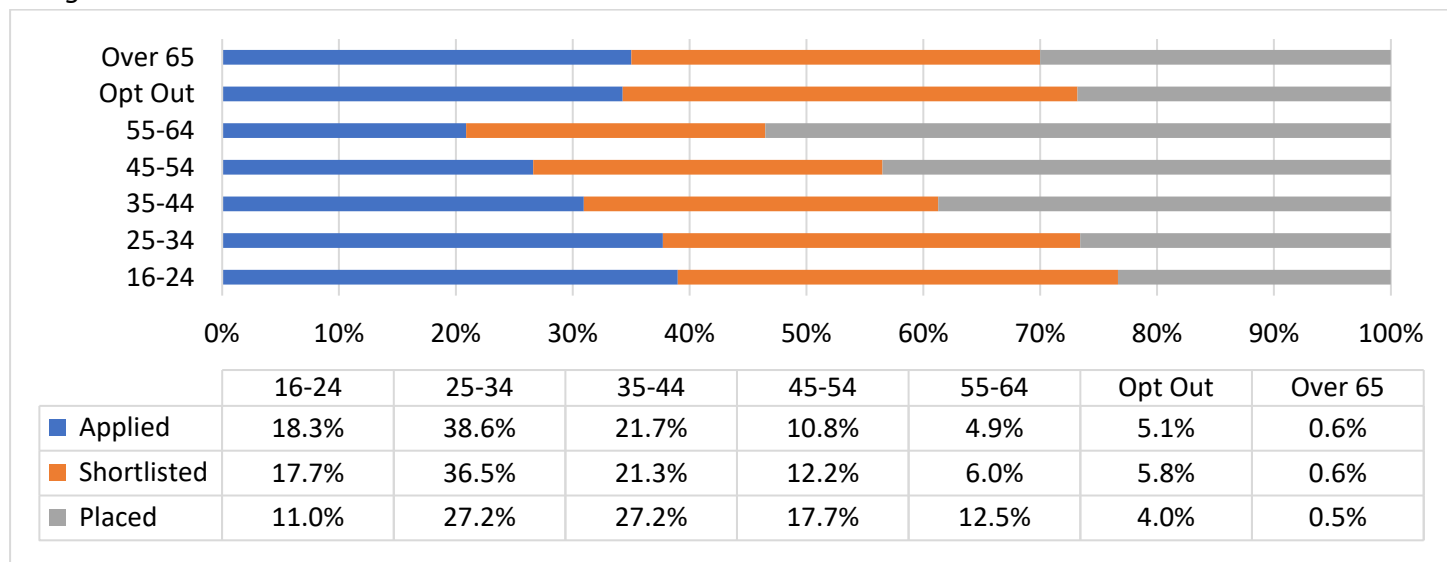


Figure 5 Age and Recruitment, Applicant monitoring data April 2023 – March 2024

In the 2023-24 period, the largest segment of job applicants were aged 25 to 34, making up 38.6% of the total, followed by the 35 to 44 age group at 21.7%. The smallest proportion of applicants were in the 65+ age category. Around 6.5% of candidates chose not to disclose their age group during the application process. Among those shortlisted, the 25 to 34 age group had the highest representation at 36.5%, with the 35 to 44 age group following at 21.3%. Regarding successful placements, 27.2% were from the 25 to 34 and 35 to 44 age groups equally, making them the most placed demographic, while those in the 45 to 54 category represented the second largest group at 17.7%.

6. Disability

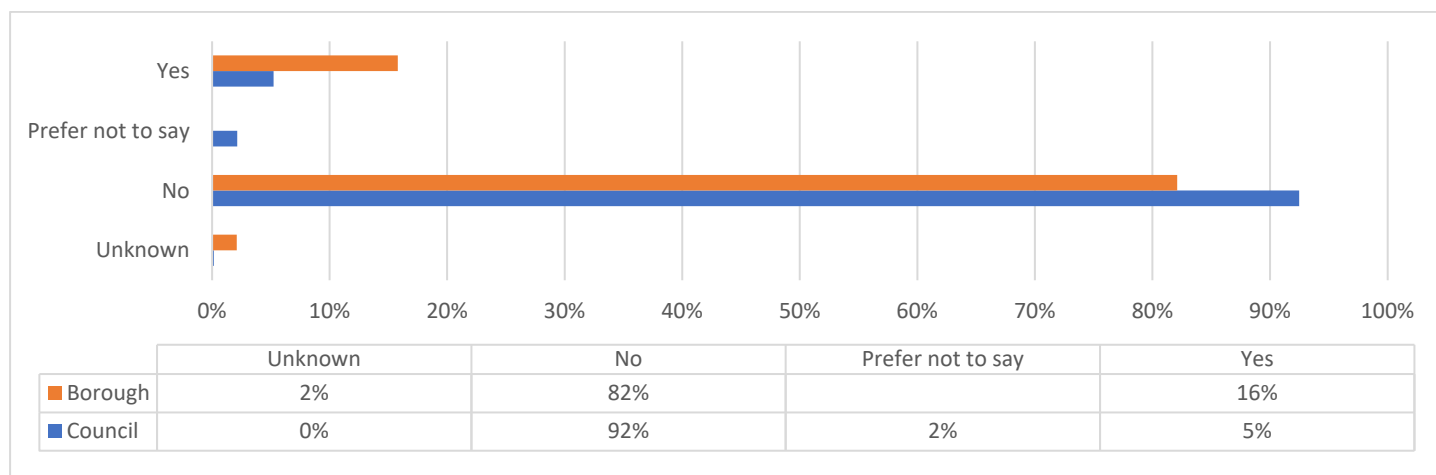
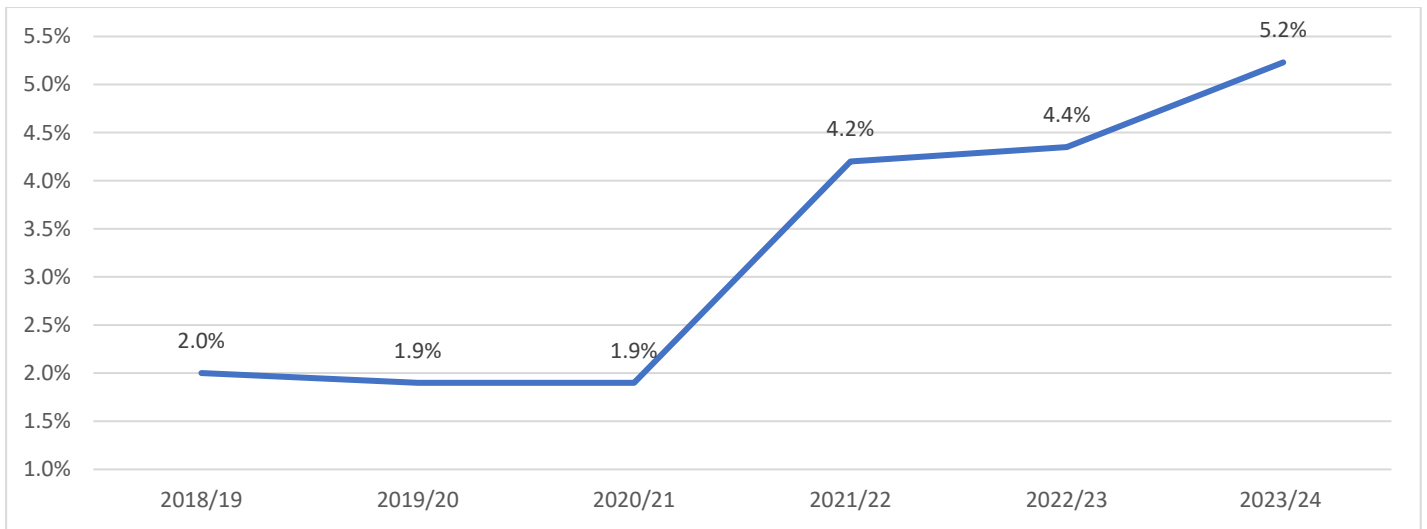


Figure 6 MS D365 data as at 31 March 2024

The chart above shows that despite 97% of the council’s workforce sharing their status under this category, the current proportion of the council’s staff disclosing a disability is at 5%, which contrasts with the 16% prevalence in the wider borough population. In contrast, 2% have opted not to disclose this information, and merely 0.3% of employees have yet to complete their disability status in the HR system.



While the 5.2% of the council’s workforce that have disclosed having a disability marks an improvement from previous years, this percentage still falls short of the average across London (HCM Survey 2022-23):

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	London
Percentage of employees declaring a disability	1.9%	1.9%	4.3%	4.2%	4.4%	5.2%	6.73%

6.1. Disability and gender

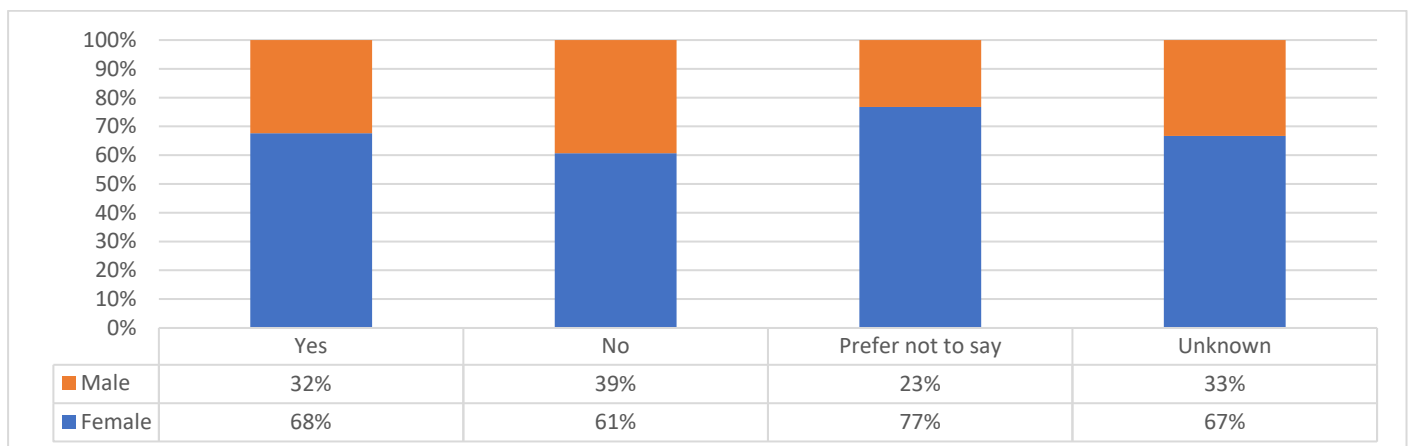


Figure 7 Disability and Gender D365 - 31 March 2024

According to the chart above, among employees who have disclosed having a disability, a significant majority, approximately 68%, identify as female. The remaining 32% identify as male. It is important to highlight that this analysis is derived from 5.2% of the council’s workforce who have disclosed a disability.

6.2. Disability and pay band

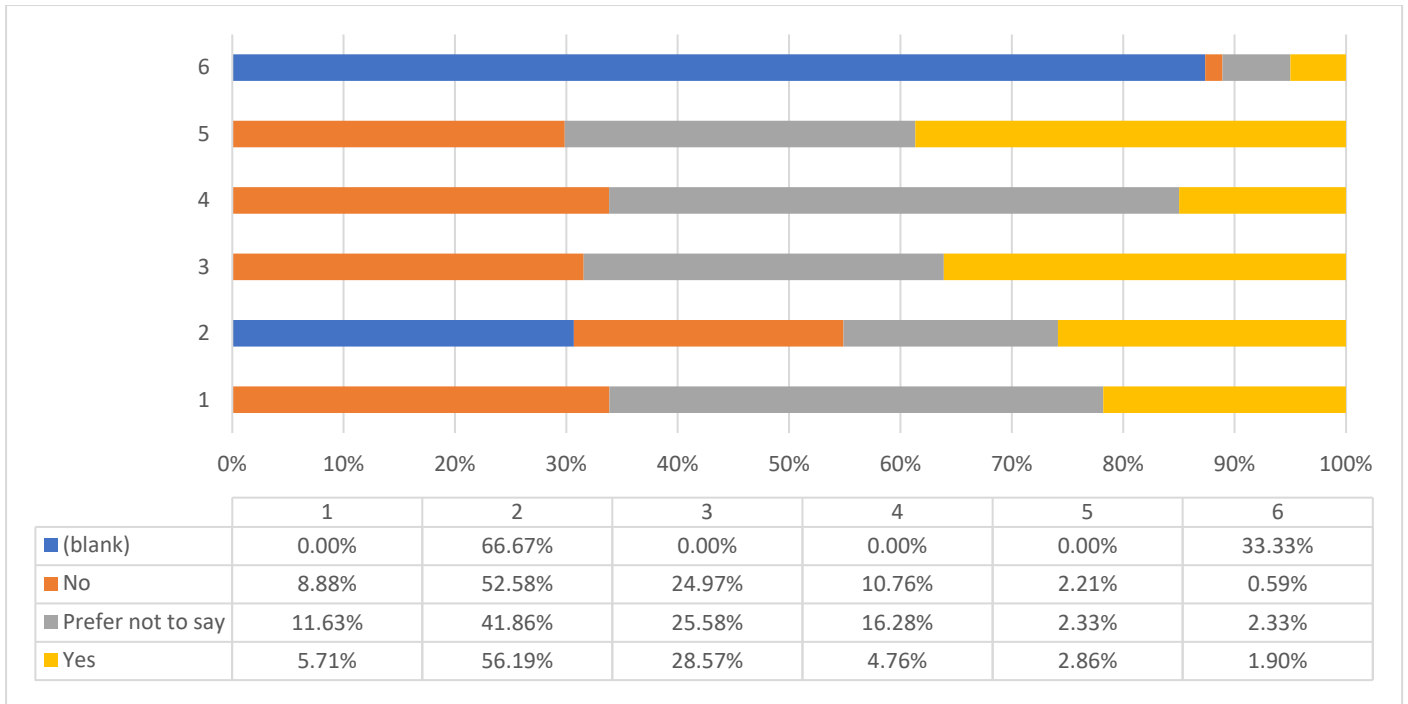


Figure 8 Disability and pay band, MS D365 ERP, 31 March 2024

According to the data presented, most employees who have disclosed a disability are in pay band 2, accounting for 56.2% of those who shared this information. Pay band 3 ranks second, followed by pay band 1, which comprises 28.6% and 5.7% of the workforce sharing they have a disability, respectively.

6.3. Top 5% of earners with a disability

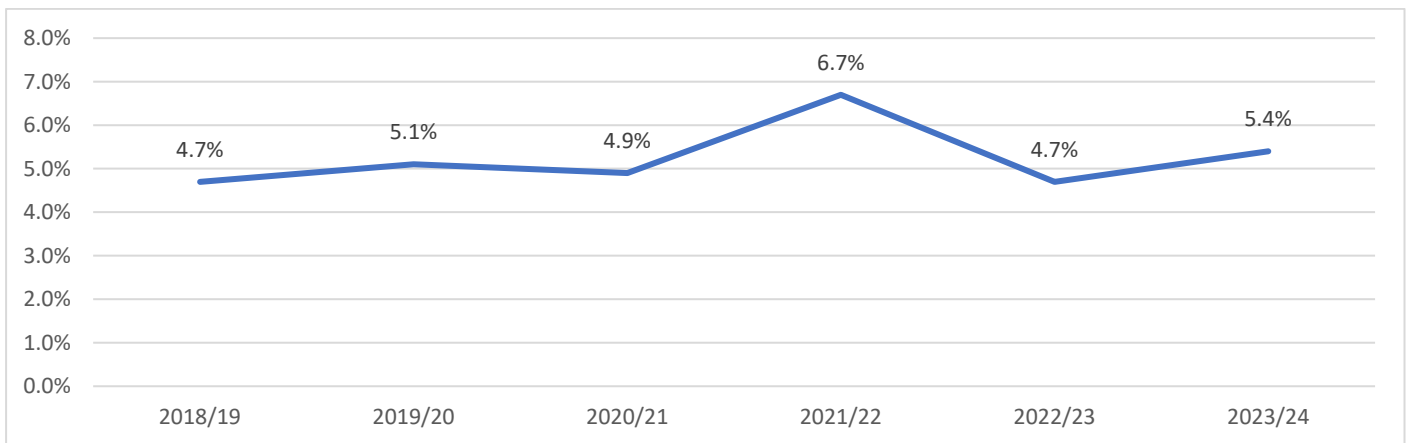


Figure 9 Percentage of top 5% earners with a disability, Scorecard, 31 March 2024

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	London
The percentage of the top 5% of earners in the authority with a disability	4.7%	5.1%	4.9%	6.7%	4.7%	5.4%	6.4%

In the 2021/22 period, 6.7% of our top 5% earners identified as having a disability. This figure experienced a decline to 4.7% in the following year but saw a slight recovery to 5.4% in 2023/24. Despite this improvement, we remain below the London average of 6.4%, as reported in the HCM Survey 2022-23.

6.4. Disability: Recruitment

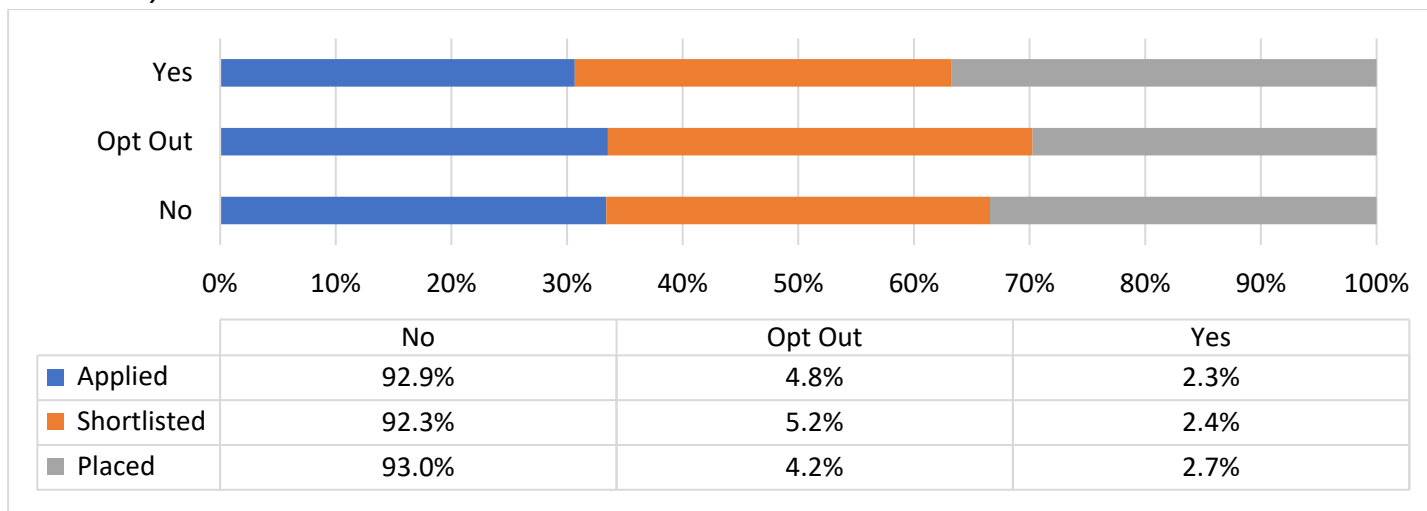


Figure 10 Applicant monitoring data April 2023 – March 2024

In the 2022-23 period, a significant majority of job applicants, 92.9%, reported not having a disability. This is compared with a small 2.3% who disclosed having a disability. Additionally, 4.8% of applicants chose not to disclose their disability status. At the shortlisting stage, the proportion of candidates declaring a disability slightly increased to 2.4%, while 92.3% reported not having a disability, and 5.2% remained undisclosed. Among those successfully placed in roles, 2.7% had disclosed having a disability, 93% had disclosed not having a disability, and 4.2% chose not to disclose their disability status.

7. Race (ethnicity)

In this report, the ethnic diversity within Harrow is categorised into two primary groups: BAME (Black, Asian, and Minority Ethnic) and White.

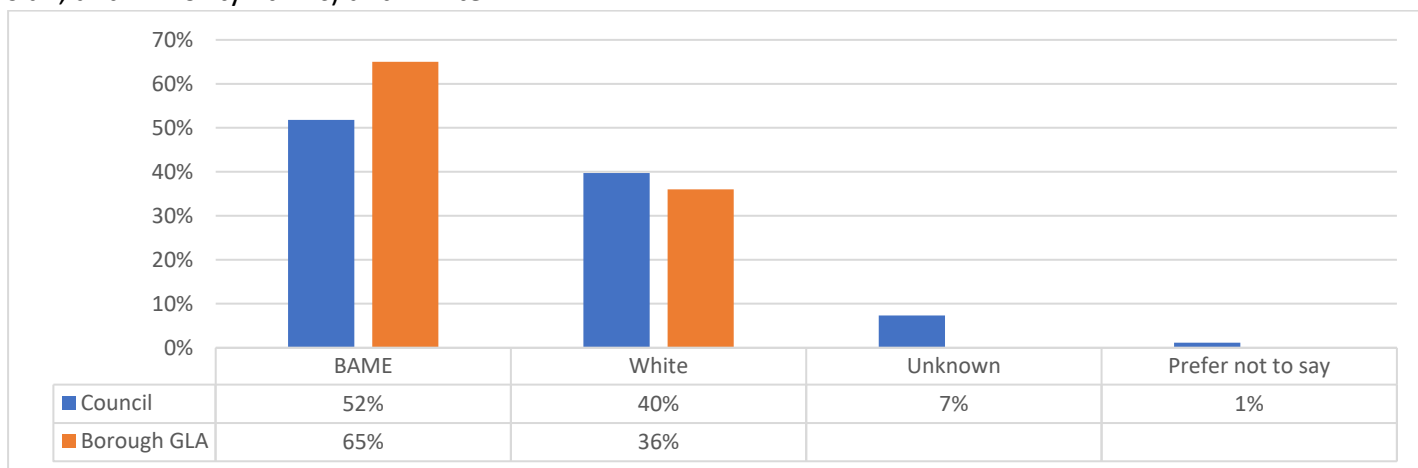


Figure 11 Ethnic groups, MS D365 ERP, 31 March 2024

According to the latest Census data from 2021, the borough's population comprises 65% individuals from BAME (Black, Asian, and Minority Ethnic) backgrounds, in contrast to approximately 36% identifying as

White. However, within the workforce, staff from BAME communities are underrepresented compared with the borough population, making up 52% of employees.

The chart below shows the level of BAME staff in the council workforce over the last six years, the representation of BAME staff within the council has shown relative stability, experiencing a modest increase of 4.9 percentage points from 49.9% 2022/23 to 54.8% in 2023/24.

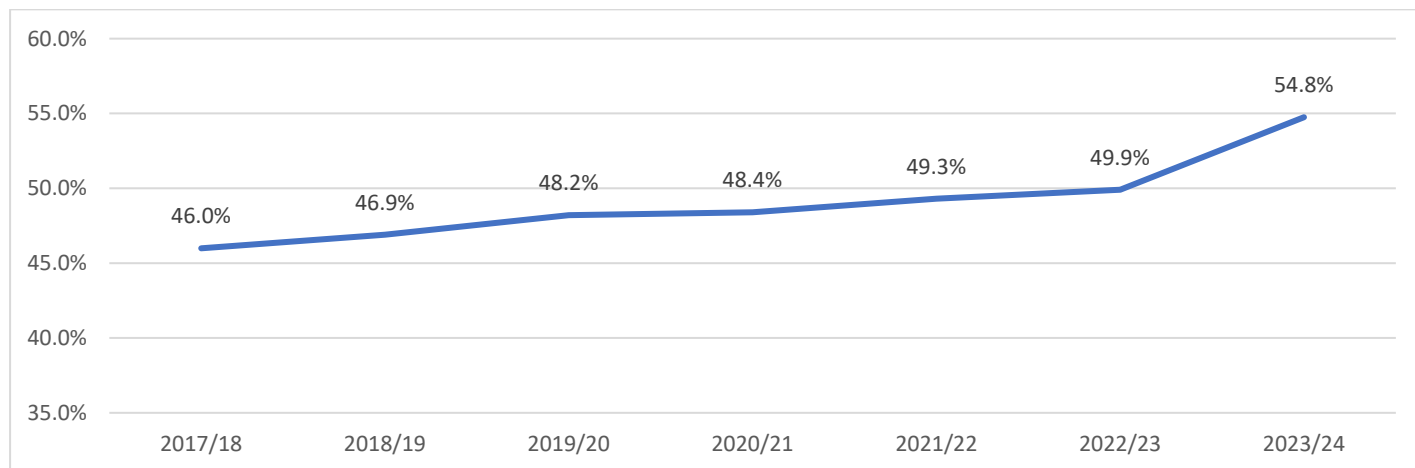


Figure 12 Percentage of BAME staff, Scorecard, 31 March 2024

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	London
BAME	46.9%	48.2%	48.4%	49.3	49.9%	54.8%	46.5%

7.1. Race and sex

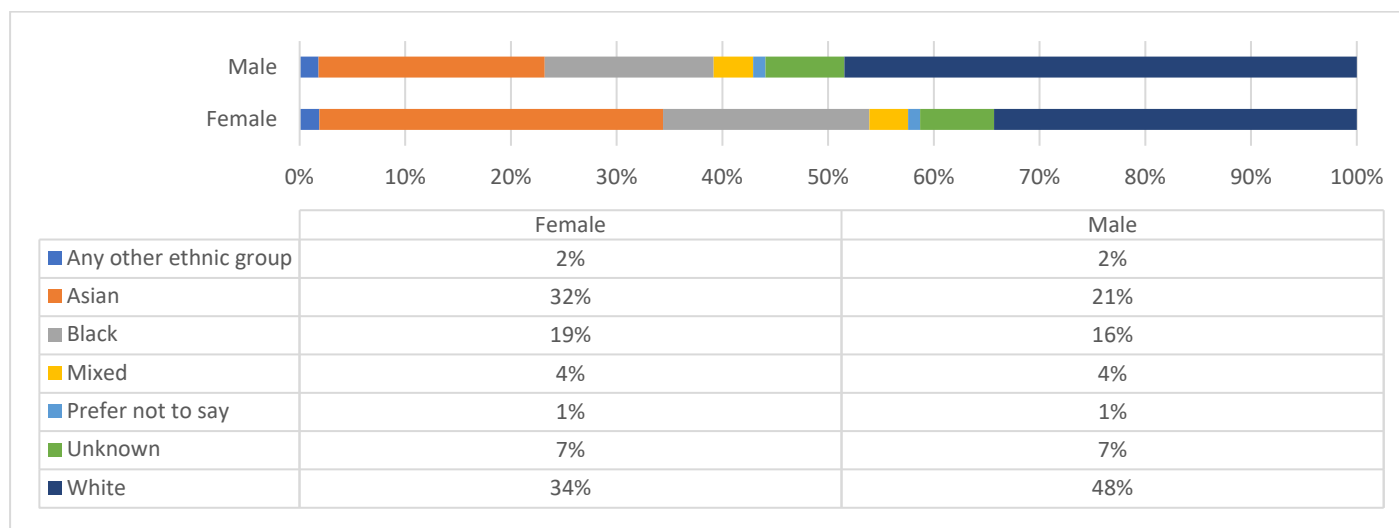


Figure 13 Ethnicity and gender, MS D365 ERP, 31 March 2024

The chart above provides a detailed analysis of the workforce by race and gender. It reveals that approximately 48% of male and 34% of female employees identify as White. Conversely, 43% of male and 57% of female employees belong to BAME communities, with individuals of Asian descent forming the majority within this group — accounting for 32% of the female and 21% of the male workforce.

7.2. Race and pay band

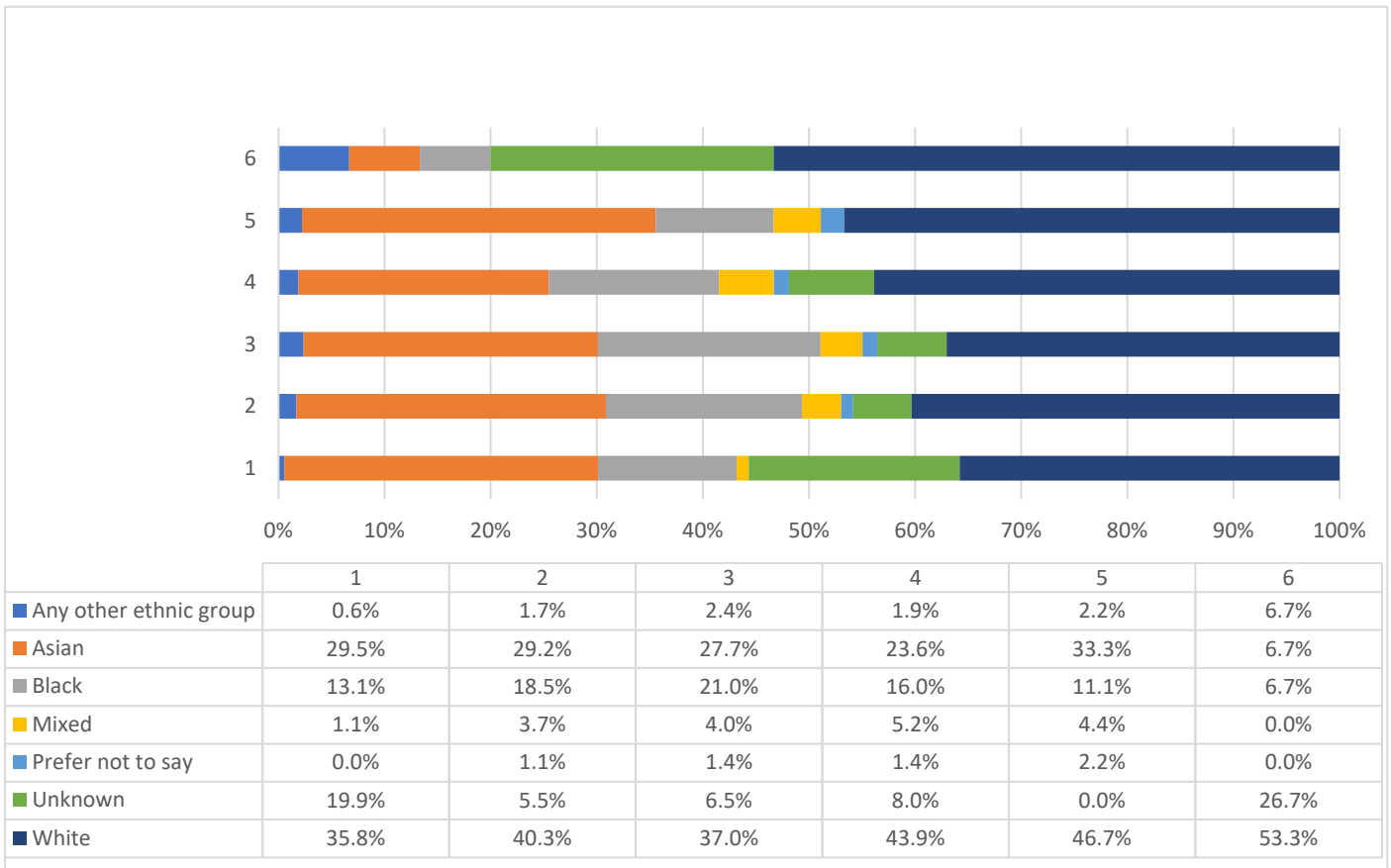


Figure 14 Ethnicity and pay band, MS D365 ERP, 31 March 2024

The current data on pay bands indicates that, relative to the demographics of the borough, there is a higher proportion of White staff within the council, and a relatively high proportion in the top 3 pay bands. Conversely, staff from BAME (Black, Asian, and Minority Ethnic) backgrounds have a lower representation at all pay levels within the council. Notably, the more detailed ethnic categories show variations with Asian ethnic staff tending to be underrepresented compared with Population of (Borough Population 45.2%), and the Black staff have a higher representation across all pay bands compared to the Borough population of (7.3%) apart from pay band 6.

7.3. Race, sex, and pay band

A detailed examination of pay bands, segmented by gender, provides insight into the distribution of ethnic groups among our workforce. The following sections analyse how ethnicity intersects with gender across different pay levels.

7.3.1. Female and race

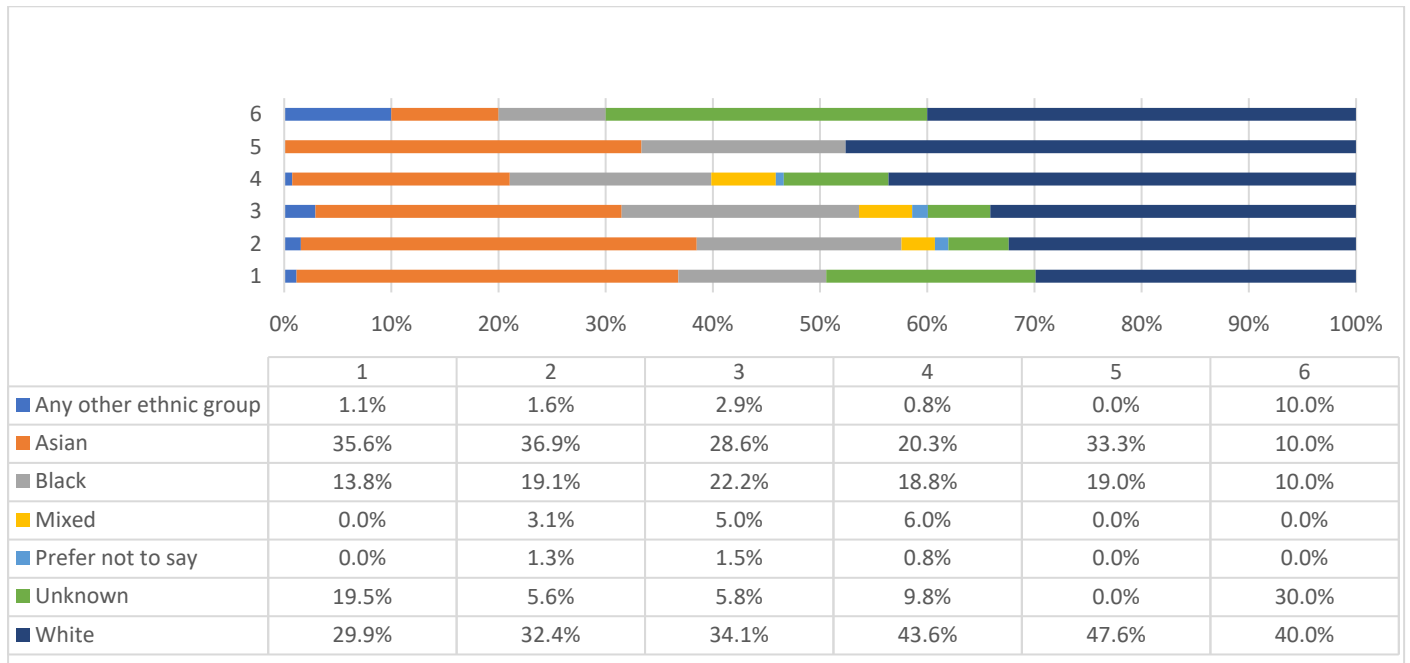


Figure 15 Ethnicity, gender and pay band, Female, MS D365 ERP, 31 March 2024

An analysis of our workforce's ethnicity, gender, and pay band distribution reveals distinct trends in representation. Specifically, White women are more prevalently found in the higher pay bands, whereas women from BAME (Black, Asian, and Minority Ethnic) backgrounds tend to be more common in the lower pay bands.

In detail, White women constitute 47.1% of the workforce in pay band 5 and 42.9% in pay band 6. In comparison, women from BAME communities represent 52.9% in pay band 5 and 35.6% in pay band 6. Furthermore, in pay band 4, White female staff make up 43.6%, slightly lower than the 45.9% of female staff from BAME backgrounds.

Conversely, lower pay bands (1 and 2) exhibit a higher representation of BAME female staff, accounting for 50.5% in pay band 1 and 60.7% in pay band 2. This contrasts with White female staff, who represent 29.9% in pay band 1 and 32.4% in pay band 2.

7.3.2. Male and race

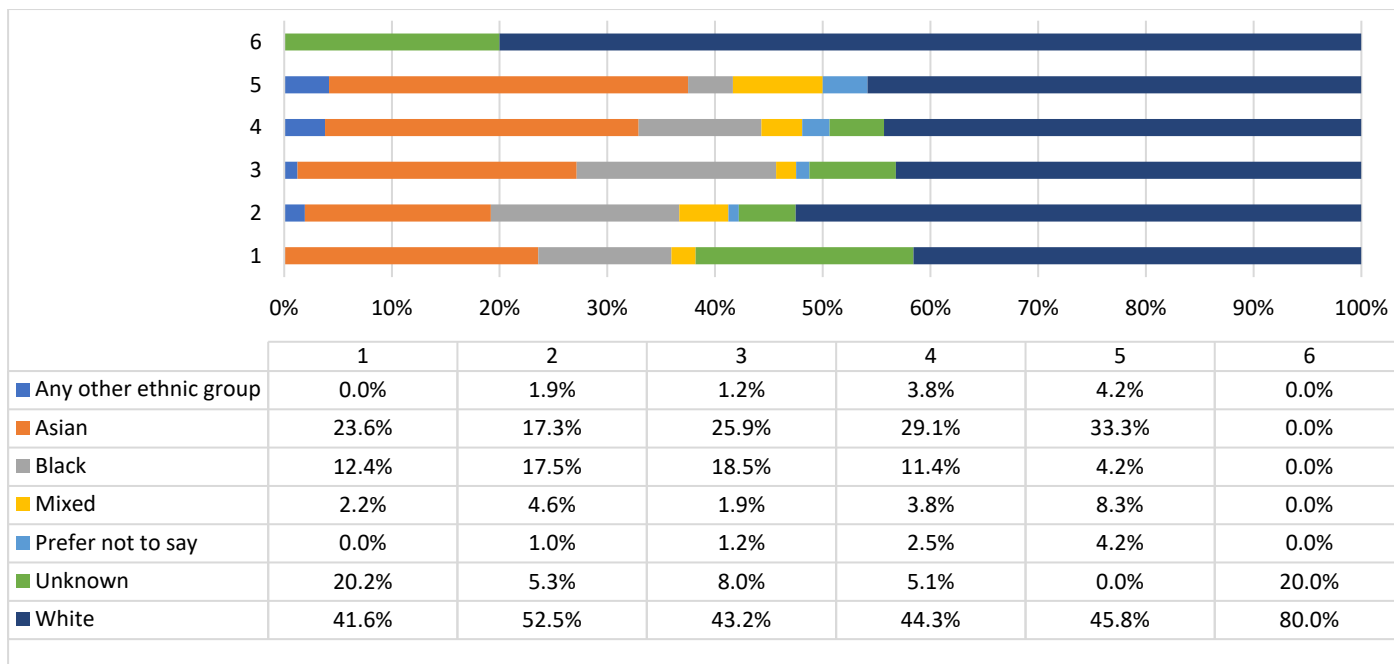


Figure 16 Ethnicity, gender and pay band, Male, MS D365 ERP, 31 March 2024

White male staff have a higher representation in the upper pay bands, with 45.8% in pay band 5 and 80% in pay band 6, compared with BAME male staff, who comprise 50% and 0% in pay band 5 and 6 respectively. This trend of higher representation extends to the lower pay bands as well, with White male staff making up 41.6% in pay band 1 and 52.5% in pay band 2, versus 38.2% & 41.5% of BAME male staff in these bands respectively.

In the mid-level pay bands 3 and 4 White male staff account for 43.2% and 44.3% respectively, while BAME male staff constitute 45.6% in pay band 3 and 48.1% in pay band 4.

7.4. Top 5% of earners from BAME communities

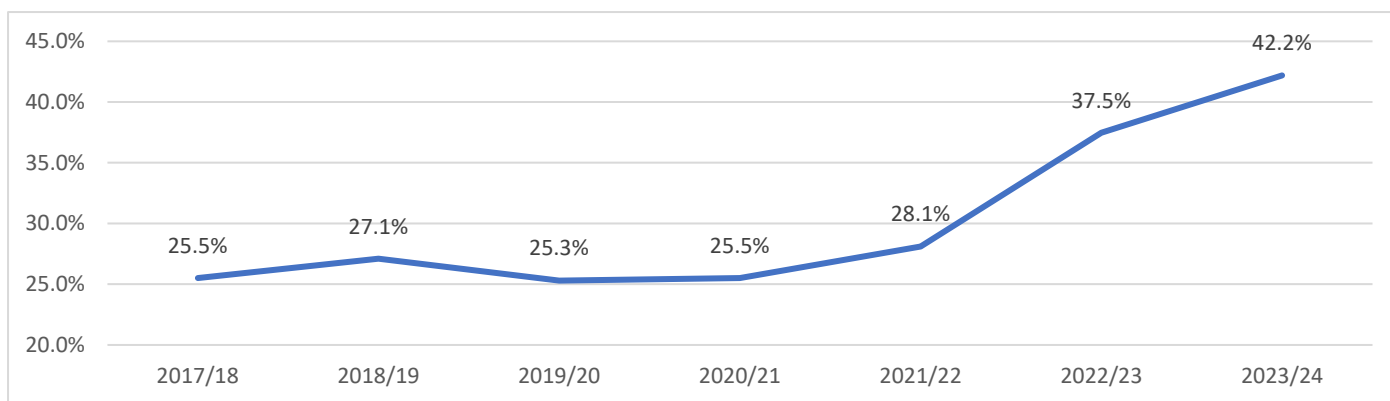


Figure 17 Percentage of top 5% earners from BAME communities, Scorecard, 31 March 2024

The representation of BAME communities among the top 5% of earners in our workforce has shown a commendable increase, reaching 42.2% in 2023/24, up from 25.3% in 2020. Notably, this percentage exceeds the London average. Specifically Harrow's proportion of top earners from BAME backgrounds, at 42.2%, surpasses the London mean of 24.2% (HMC 2022-23).

	2018/19	2019/20	2021/22	2022/23	2023/24	London
Percentage of top 5% earners from BAME communities	27.1%	25.3%	28.1%	37.5%	42.2%	24.2%

7.5. Race: Recruitment

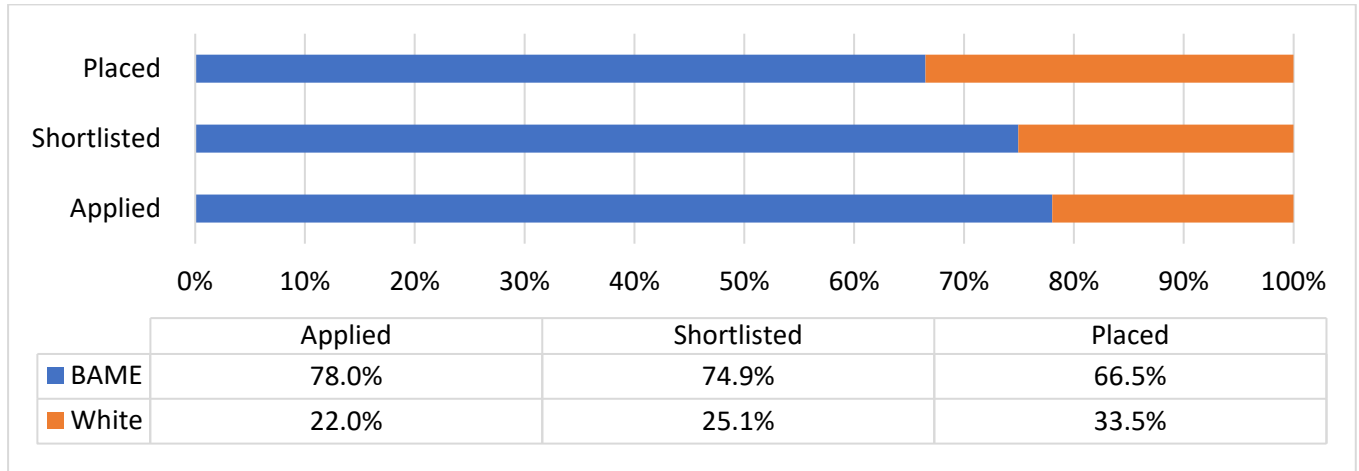


Figure 18 Applicant monitoring data April 2023-March 2024

During the 2022-2023 recruitment period, our data reveals that 78.% of all applicants identified as belonging to BAME groups, while 21.97% were White. At the shortlisting stage, 74.94% of candidates were from BAME backgrounds, compared with 25.06% who were White. Ultimately, 66.5% of the successful candidates placed in positions were from BAME groups, with White candidates making up 33.5%.

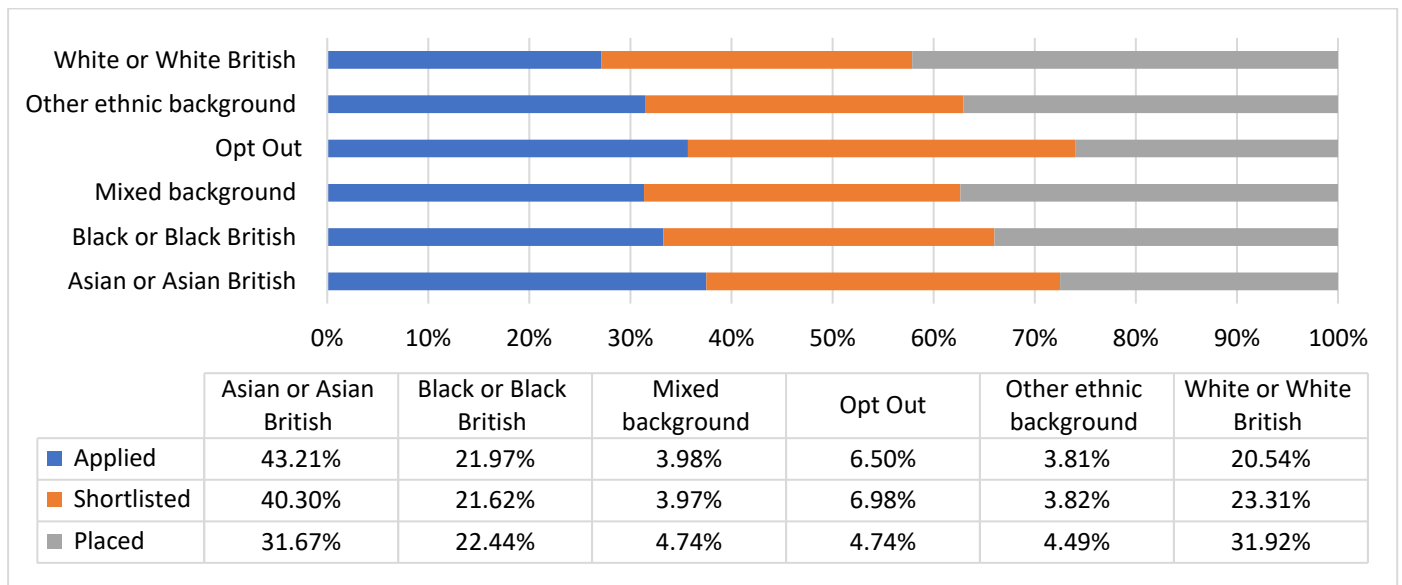


Figure 19 Applicant monitoring data April 2023 – March 2024

During the 2023-24 recruitment period, the composition of applicants was significantly diverse, with 78% identifying as from BAME groups. Among these, 52% advanced to the shortlist stage, and 5% were ultimately placed in roles. In contrast, White applicants made up 22% (757) of the total pool, with a notably higher proportion of 62% being shortlisted and 9% securing positions. This data reveals that White candidates experienced a 4 percentage point higher success rate in the recruitment process compared with their BAME counterparts.

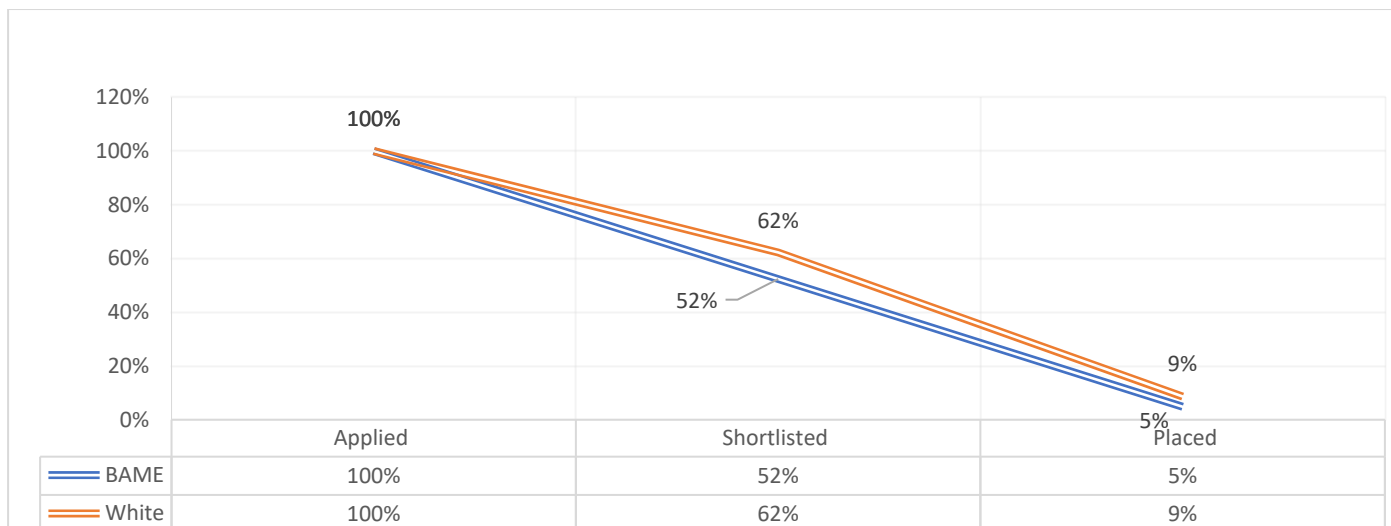


Figure 20 Applicant monitoring data April 2023 – March 2024

7.6. Race: Turnover and leaver

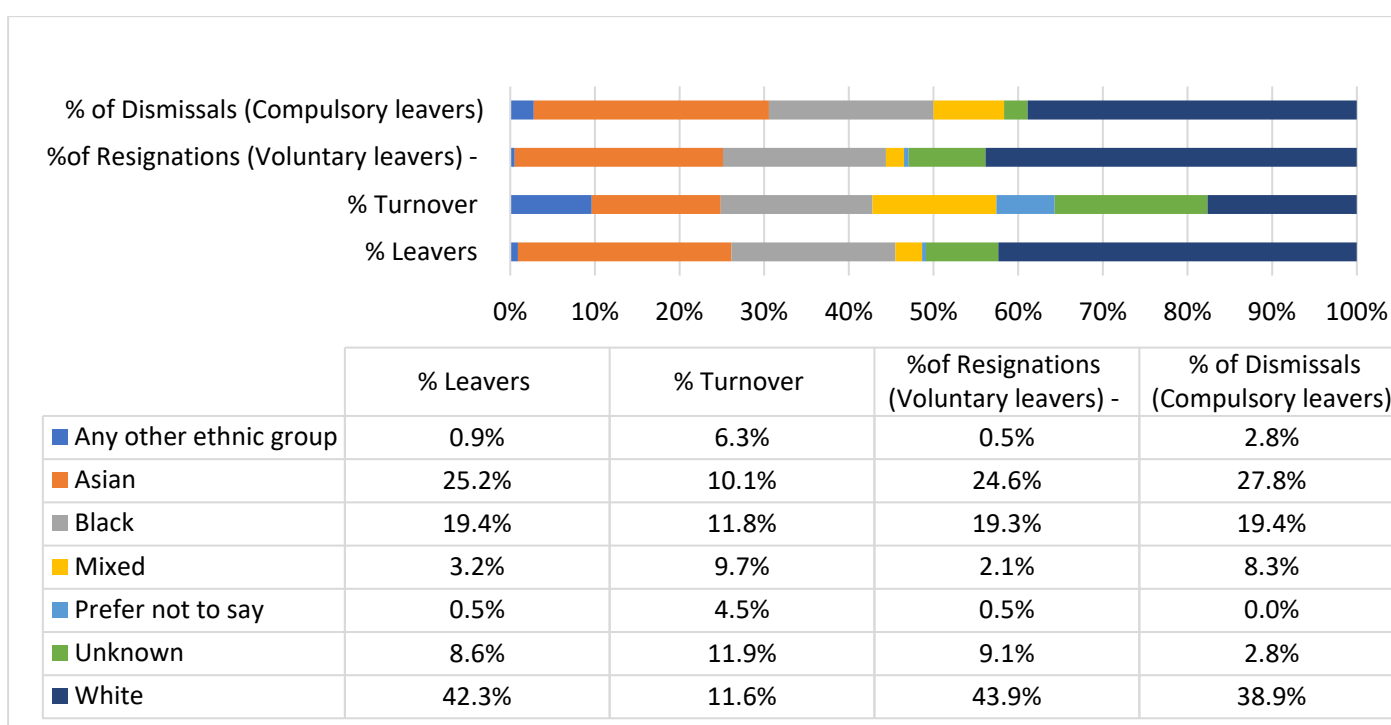


Figure 21 Ethnicity, turnover data, MS D365 ERP, 31 March 2024

In 2023-24, 48.6% of leavers were BAME employees, while 42.3% were White staff. The turnover rate was slightly higher among White staff at 11.6% compared with BAME staff at 9.5%. It is important to note that approximately 8.6% of leavers chose not to disclose their ethnicity; however, this does not significantly detract from the insights drawn from the available data.

Regarding reasons for leaving, resignations were made up of 46.5% BAME staff and 43.9% White staff. In terms of dismissals, which include redundancies, 58.3% were BAME staff compared with 38.9% White staff. Additionally, 2.8% of those leaving for compulsory reasons did not disclose their ethnic backgrounds.

8. Sex

Female staff are overrepresented in the workforce (61.4%) compared with our borough population (around 50%). Whereas male staff are underrepresented in the workforce, with 38.6% of the workforce being male, compared with around 50% of the borough population.

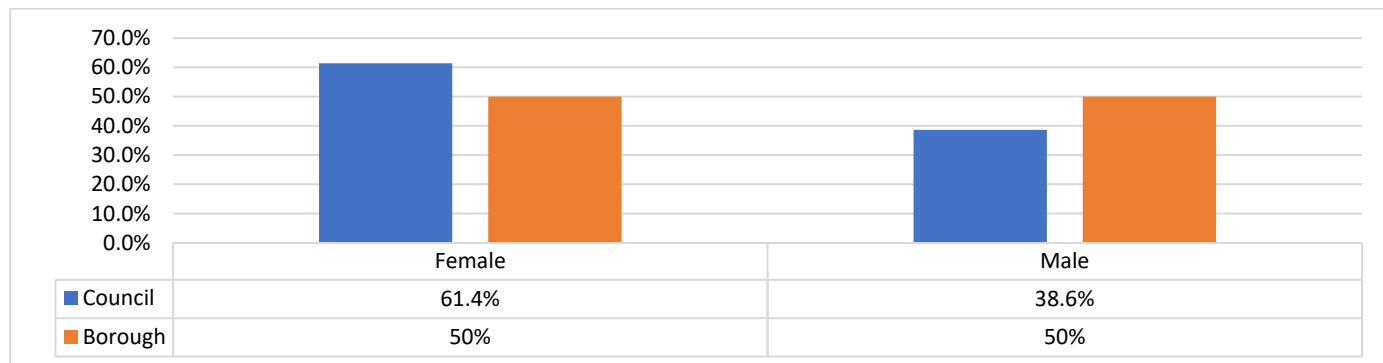


Figure 22 Gender profile, MS D365 ERP, 31 March 2024

In terms of workforce profile, the council’s staff base is majority female:

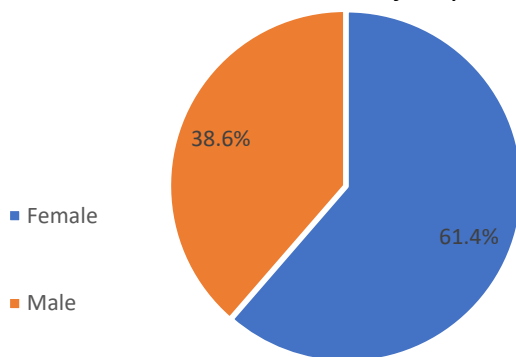


Figure 23 Gender profile, MS D365 365 ERP, 31 March 2024

8.2 Sex and pay band

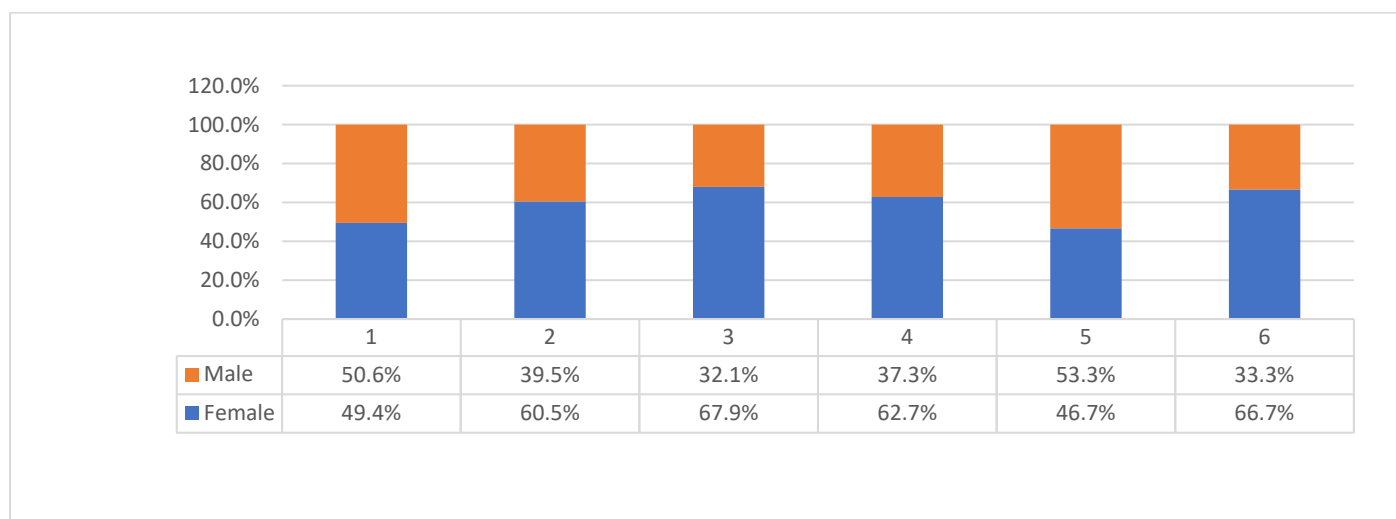


Figure 24 Gender and pay band data, MS D365 ERP, 31 March 2024

Pay Bands 1 and 5 are the only categories where male representation surpasses that of females, at 50.6% and 53.3%, respectively. Conversely, in all other pay bands, female representation is higher than that of males.

8.2 Top 5% of earners who are women

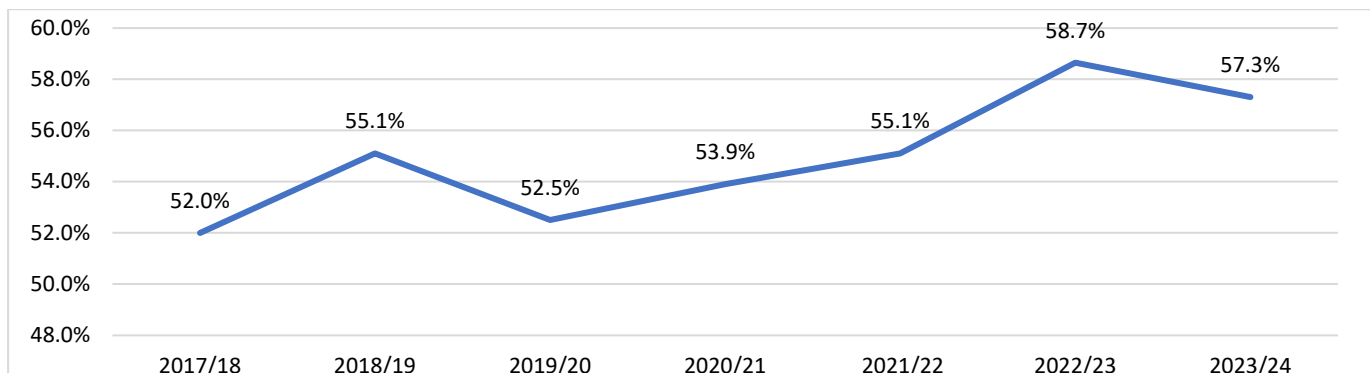


Figure 25 Trend of Top 5% of earners who are women, MS D365 ERP, 31 March 2024

The percentage of the top 5% earners who are women has slightly decreased in the last year to 57.3% in 2024, which is still well over the London mean of 51.06% (HCM survey 2022-23).

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	London
Percentage of top 5% earners who are women	55.1%	52.5%	53.9%	55.1%	58.7%	57.3%	51.06%

8.3 Sex: Recruitment

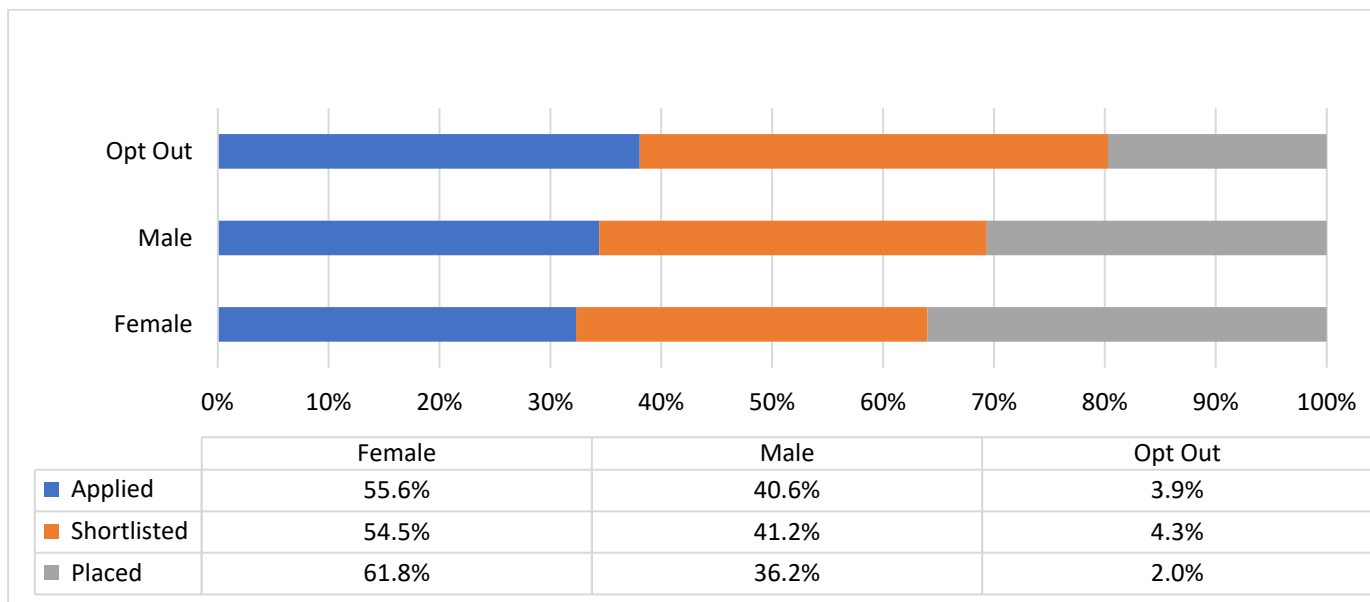


Figure 26 Applicant monitoring data– April 2023 - March 2024

During the 2023-24 period, 55.6% of job applications came from women, exceeding the 40.6% submitted by men. Subsequently, a higher proportion of female applicants, 54.5%, were shortlisted for positions, compared with 41.2% of male applicants. Additionally, 61.9% of these shortlisted female candidates were

successfully appointed to roles within the council, mirroring the shortlist percentage and significantly outpacing the 36.2% appointment rate for their male counterparts.

9. Religion and belief

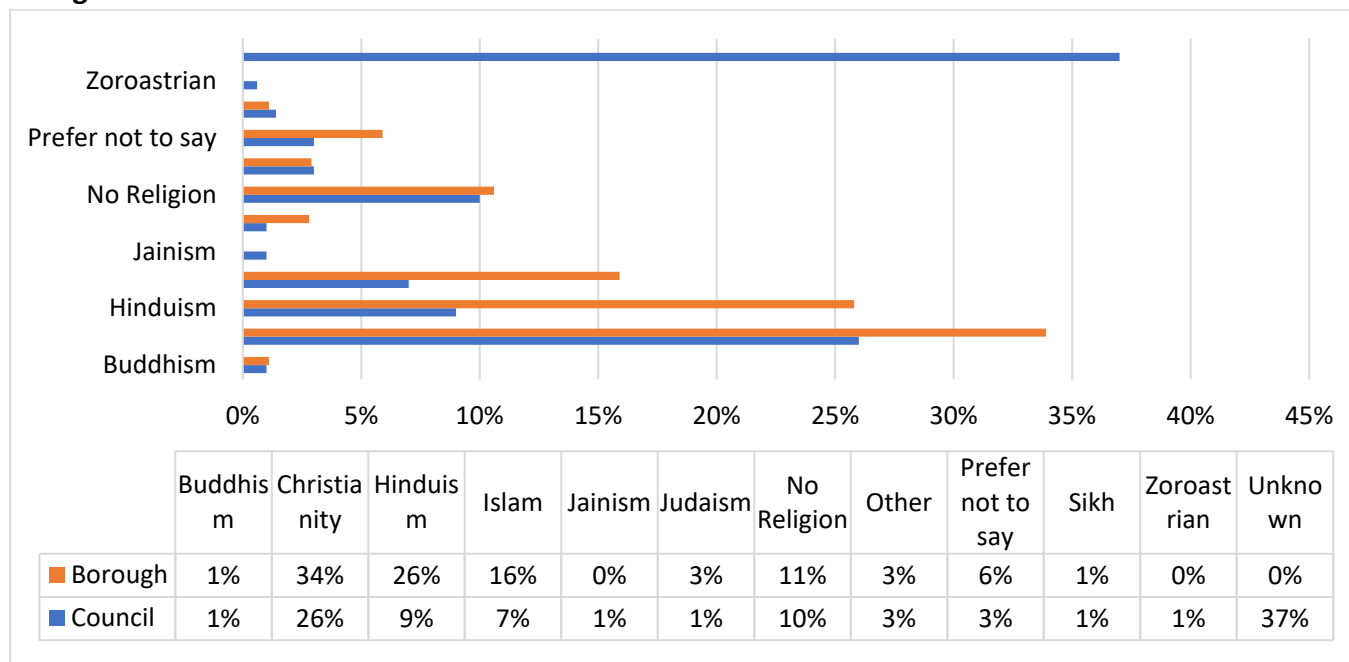


Figure 27 Religion profile, MS D365 ERP, 31 March 2024

Religion and belief data within the council show a significant underreporting, with over 37% of the workforce's religious affiliations remaining unknown. For the 2023-24 period, 26% of our employees identified Christianity as their faith, while 10% disclosed no religious affiliation, or atheism. Additionally, Hinduism and Islam were represented by 9% and 7% of the workforce respectively, with other religions making up 3%.

9.1. Religion and belief and pay band

Across pay bands 1-6, most staff did not disclose their religion in 2023-24. However, from the figures available it can be determined that staff who identify as Christian faith are the most represented in pay bands 1-6, followed by No Religion/Atheist, Hinduism, and Islam in pay bands 1-4.

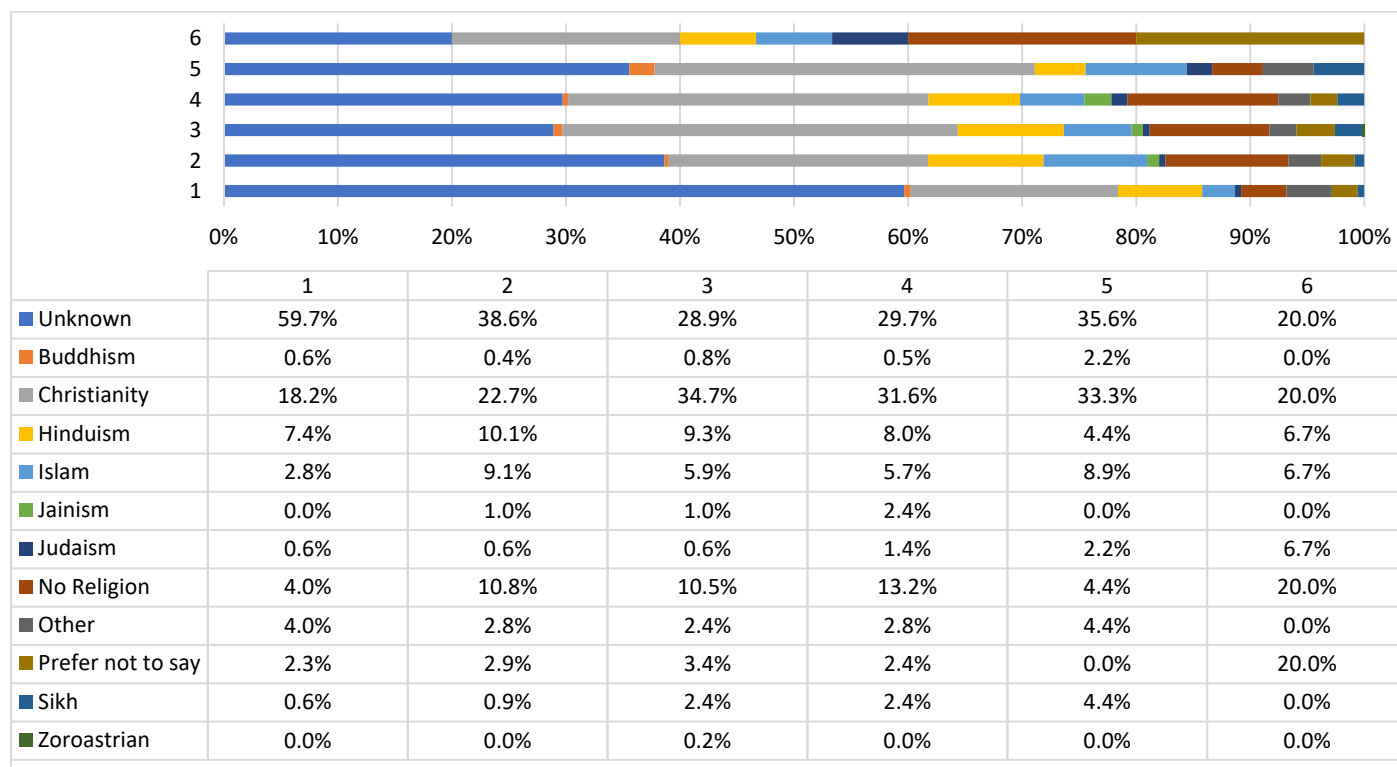


Figure 28 Religion and belief and pay band data, MS D365 ERP, 31 March 2024

9.2. Religion and belief: Recruitment

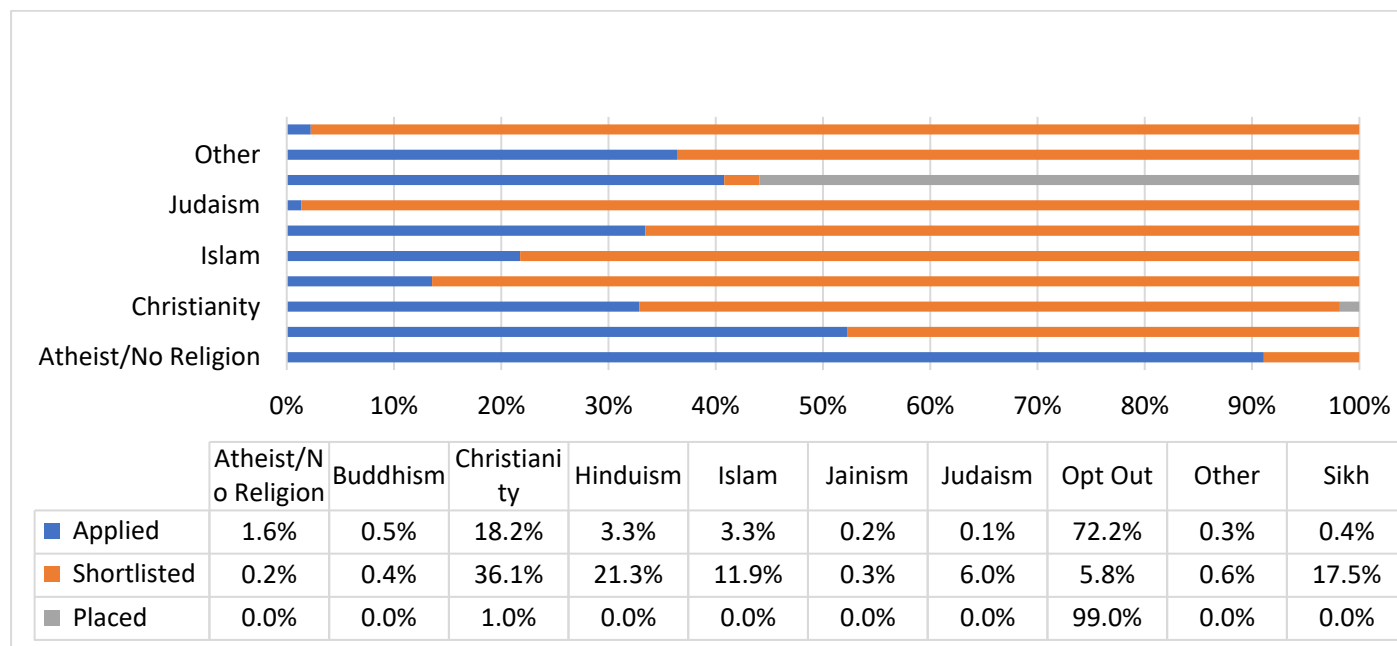


Figure 29 Applicant monitoring data 01 April 2022 to 31 March 2024

Of the total applicants during the reporting period, a majority (72.2%) opted out of declaring their religious affiliation, at 18.2% Christianity was the highest disclosed religion, followed by Islam and Hinduism at 3.3% equally.

Of those applicants shortlisted, only 5.8% had opted out of declaring religion, 36.1% identified as Christian, 21.3% identified as Hindu and 17.5% identified as Sikh.

At the placement stage, 99% were those who opted out and 1% were Christians.

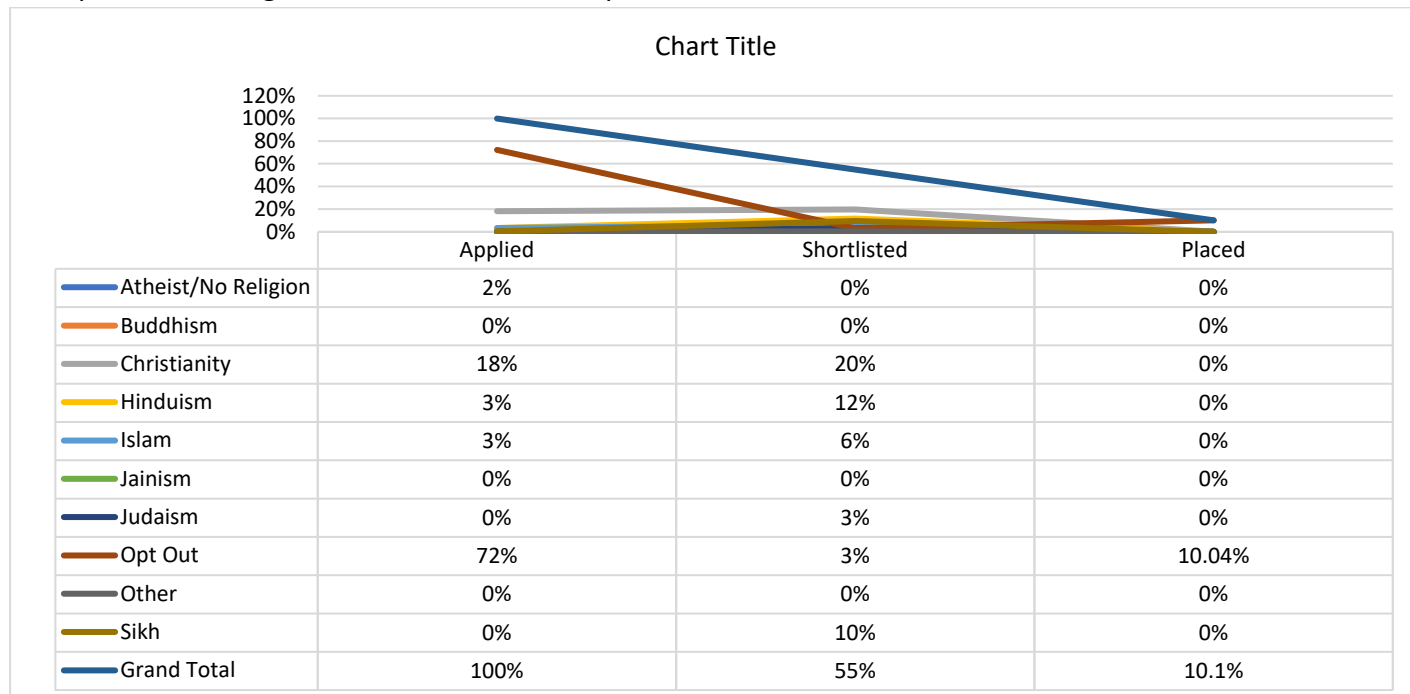


Figure 30 Applicant monitoring data 01 April 2023 to 31 March 2024

Out of the total 7,216 applicants, 55% (3,955) were shortlisted. Within this group, . Christians constituted 20% of the shortlisted candidates, followed by Hinduism, and Sikh at 12% and 10% respectively.

From the 3,955 shortlisted candidates, only 10% (401) successfully secured placements. Among these placed candidates, a significant majority of 99% (397 individuals) had opted not to disclose their religious beliefs, while Christians accounted for 1% (4 individuals).

10. LGBTQIA+ (Gender Identity and sexual orientation)

Staff reporting on LGBTQIA+ (sexual orientation and gender identity) is underreported with around 40% of our workforce preferring not to share this information or not completing it in the HR system, only 3% of the workforce disclosed themselves as LGBTQIA+.

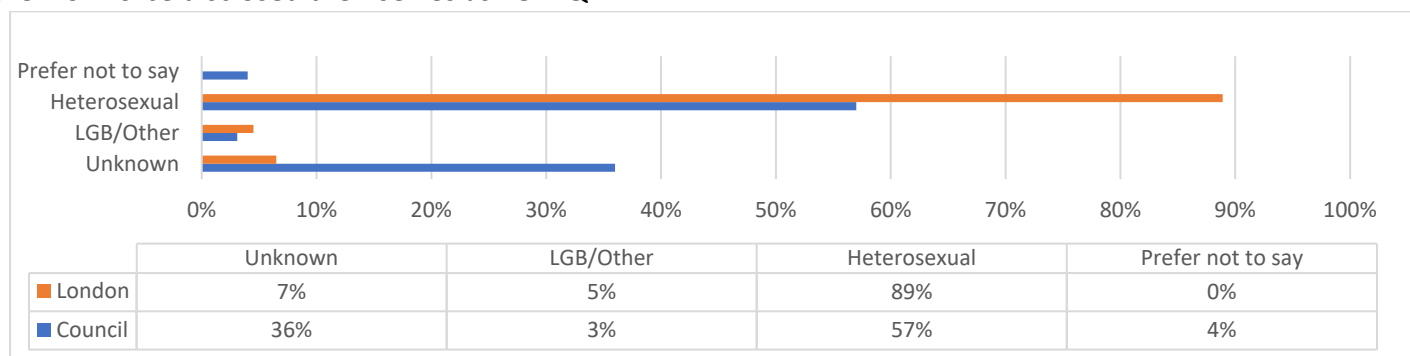


Figure 31 Sexual orientation and gender identity profile, MS D365 ERP, 31 March 2024

10.1. LGBTQIA+ and pay band

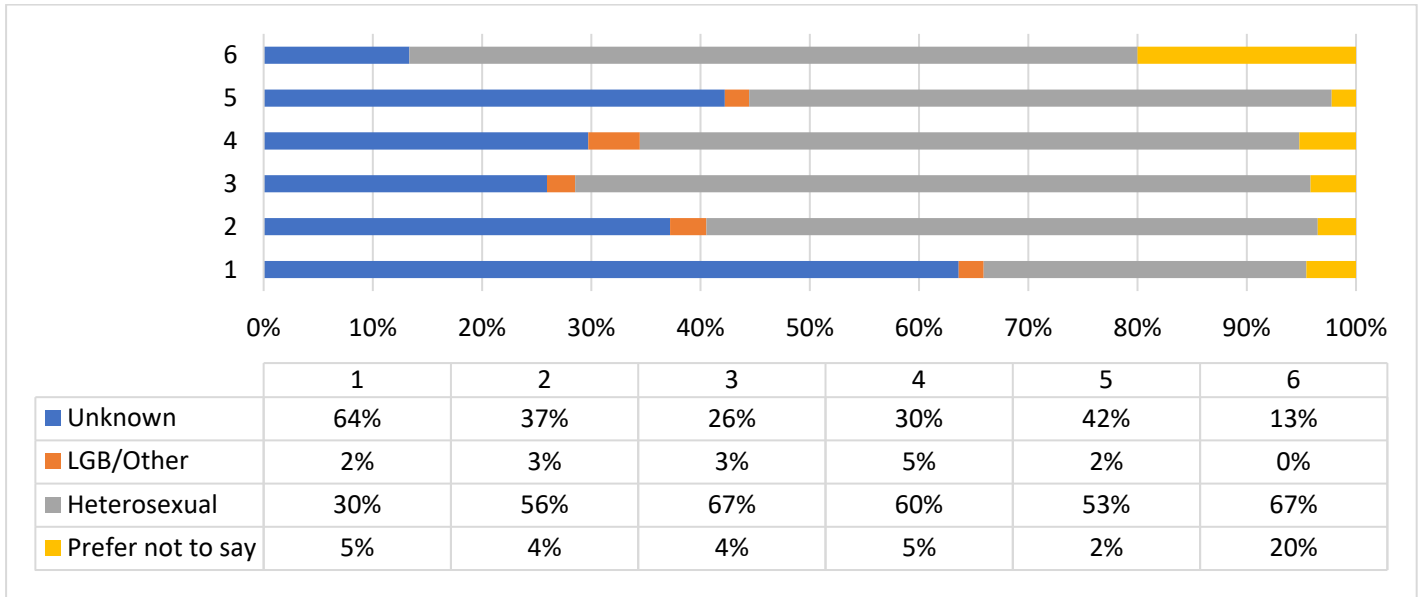


Figure 32 Sexual orientation, gender identity and pay band data, MS D365 ERP, 31 March 2024

The proportion of staff identifying as heterosexual varies, with the lowest representation in pay band 1 (29.5%) and the highest in pay band 3 (67.3%). In other pay bands, most staff who disclose their orientation are heterosexual, with figures exceeding 50%.

The "Unknown" category accounts for a significant portion across all pay bands, decreasing from 63.6% in pay band 1 to 24% in pay band 6 with an increase to 42% in pay band 5. This trend suggests an initial increase in the likelihood of staff disclosing their sexual orientation with ascending pay bands.

A modest number of employees in each pay band identify as LGBTQIA+/other, with the most considerable representation in pay band 4 (4.7%). Pay band 6 reports a 0% figure for this category, while percentages in other bands range between 2.3% and 3.3%.

10.2 LGBTQIA+: Recruitment

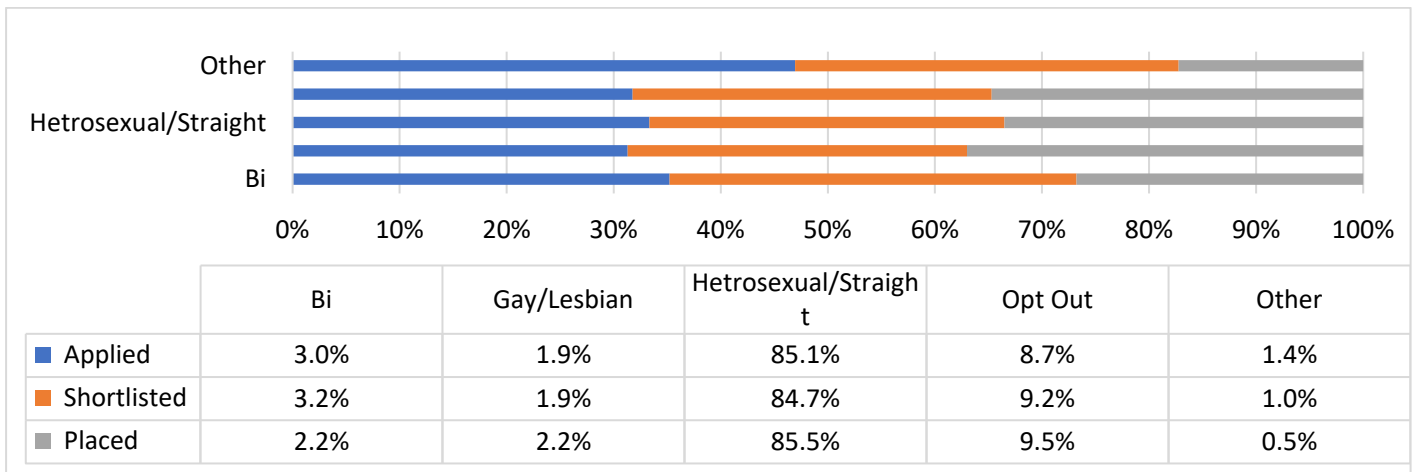


Figure 33 Applicant monitoring data– April 2023 - March 2024

During the application process, 85.1% of applicants identified as heterosexual/straight, while 8.7% chose not to disclose their sexual orientation. Additionally, 3% identified as bisexual, 1.9% as gay/lesbian, and another 1.4% selected 'other'.

Among those shortlisted, 84.7% were heterosexual/straight, and 9.2% did not disclose their orientation. Bisexual applicants made up 3.2%, gay/lesbian 1.9%, and 'other' 1.0%.

For applicants who were successfully placed in positions, 85.5% identified as heterosexual/straight. Those who preferred not to disclose their orientation accounted for 9.5%, 2.2% were bisexual, 2.2% gay/lesbian, and 0.5% identified as 'other'.

11. Gender reassignment

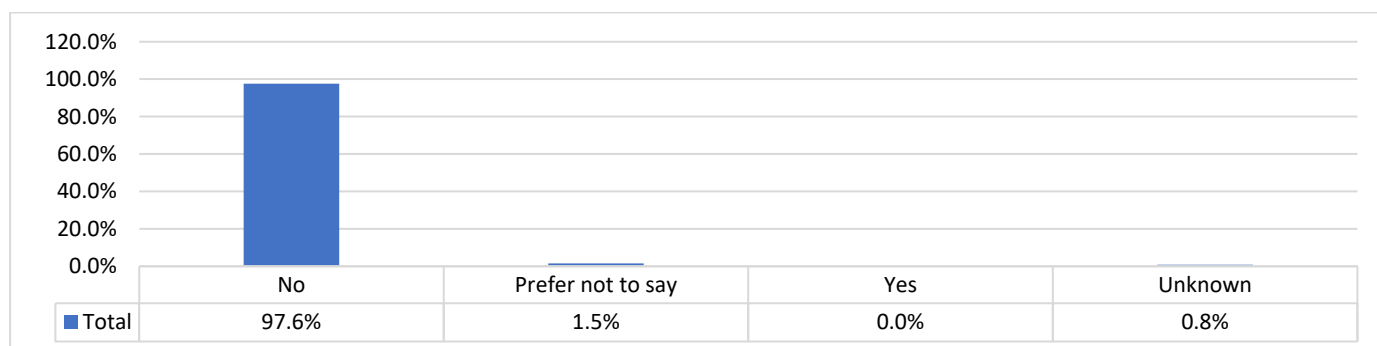


Figure 34 Gender Reassignment Stats MS Dynamics 365 - 31 March 2024

The chart above shows that, of the total Harrow workforce, only 0.05% shared 'yes' to gender reassignment, with 1.54% preferring not to share this information. A further 0.8% have not completed this section. A majority, 97.6% shared 'no' to gender reassignment.

12. Pregnancy and maternity

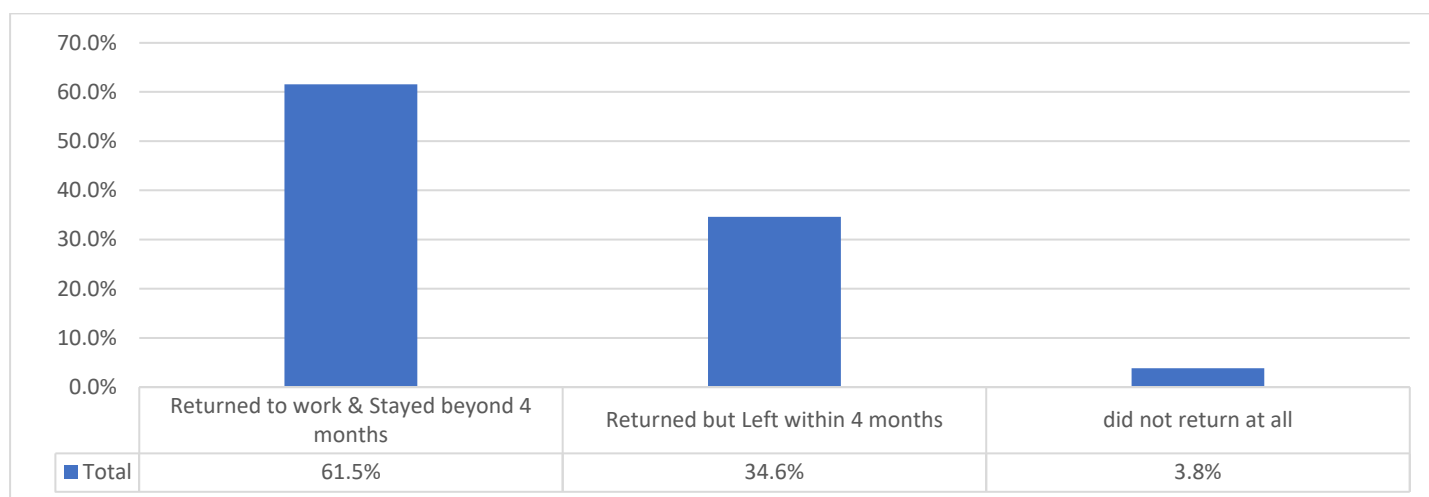


Figure 35 Maternity returners' length of stay in employment April 23 to March 24

In the 2023-2024 period, a significant majority of female staff (61.5%) who returned from maternity leave remained with the organisation for more than four months. A smaller proportion, 34.6%, left their positions

within four months of returning. Additionally, 3.8% of the staff did not return to work following their maternity leave.

12.1. Maternity and ethnicity

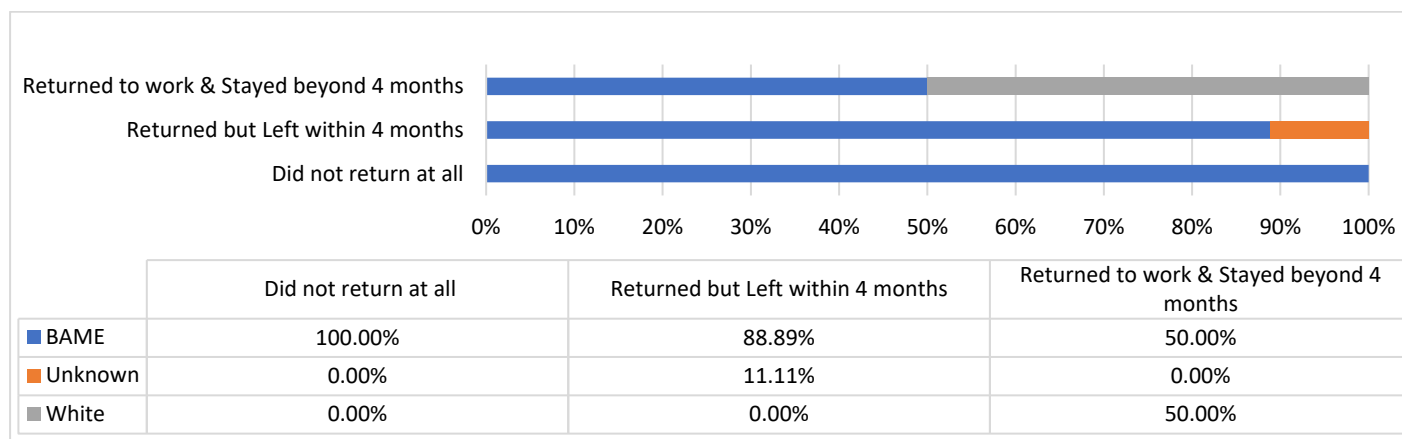


Figure 36 Maternity returners 2023-24

In the 2022-2023 period, equally both BAME and White female staff (50%-50%) resumed work and remained employed for over four months following maternity leave.

Furthermore, during this same period, 88.9% of those female employees who returned to work but left within 4 months were BAME and 11.1% were staff who had not completed their ethnicity information. In the case of employees who did not return post-maternity leave, it was observed that 100% belonged to BAME ethnic groups, highlighting a significant trend in the data.

12.2. Maternity: Ethnicity and contract

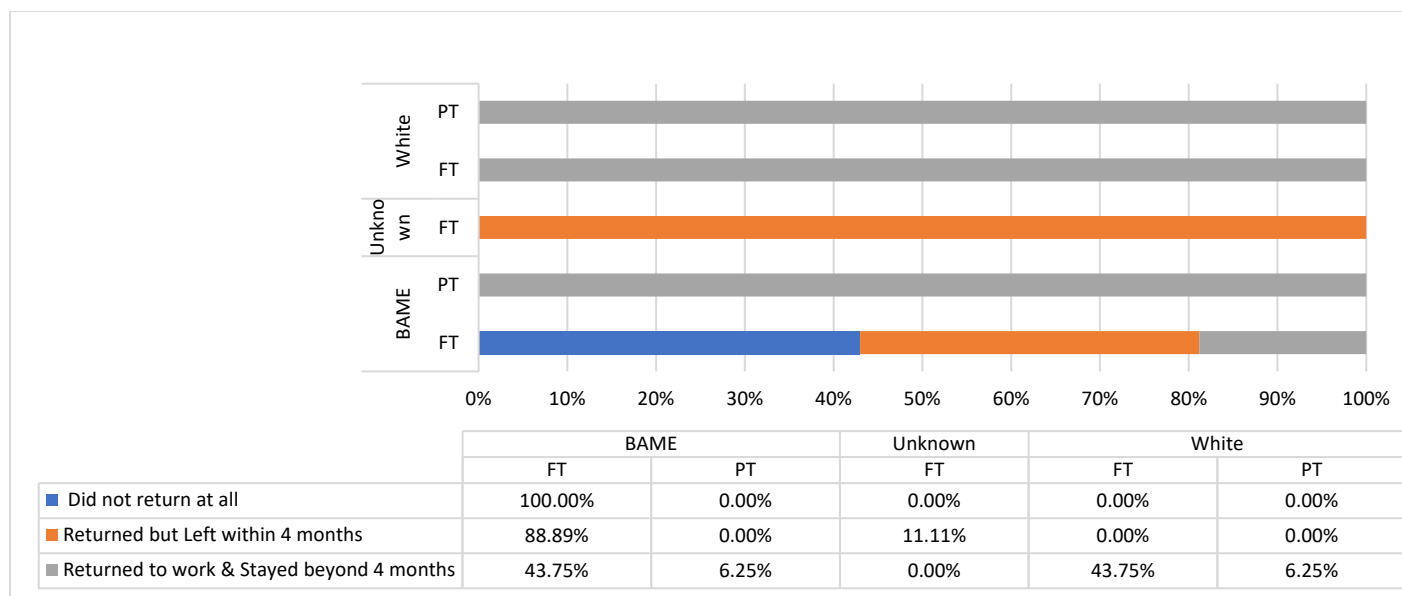


Figure 37 Maternity returners 2023-24

The data from 2023-24 reveals patterns in employment retention among female staff post-maternity leave, categorised by ethnicity and job contract type.

An equal percentage of White and BAME female staff, both full-time (FT) at 43.75% and part-time (PT) at 6.25%, remained employed beyond four months after returning from maternity leave. Among those who departed within four months of returning from maternity leave, a larger proportion were BAME full-time staff (88.89%) compared with 11.11% staff who had not shared their ethnic data categorized as Unknown, Fulltime employees and 0% White full-time staff. All instances where female staff did not return from maternity leave involved BAME individuals in full-time positions.

12.3. Maternity and marital status

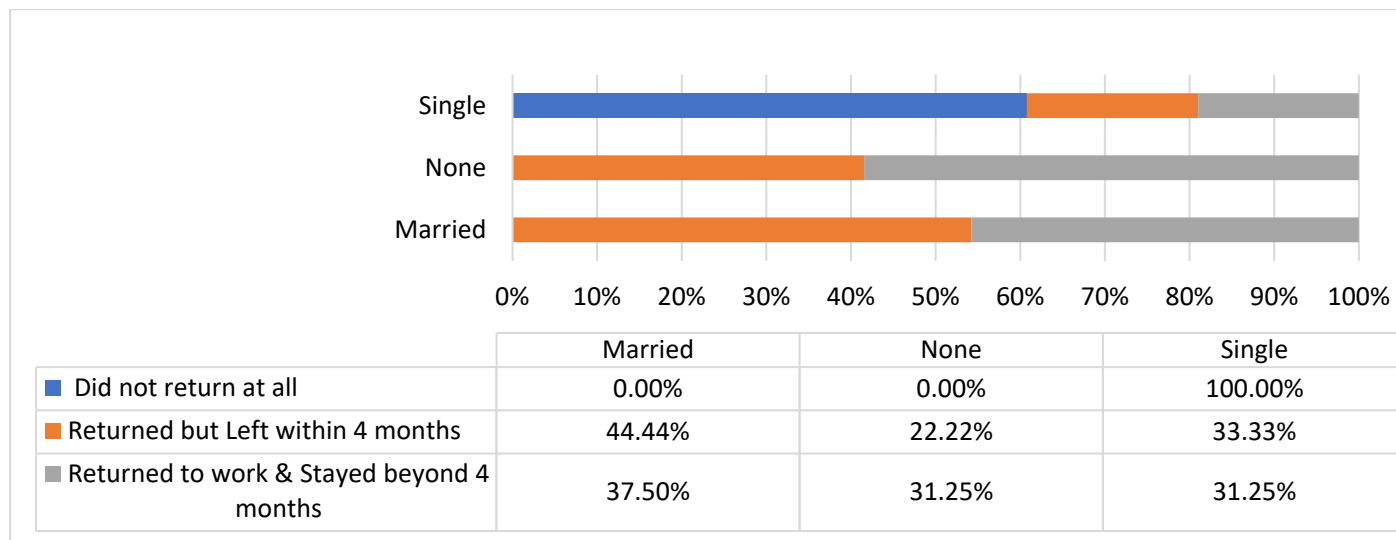


Figure 38 Maternity returners 2023-24

In 2023-24, a significant portion of married women, 37.5%, returned from maternity leave and continued their employment beyond four months, a higher rate compared with their single counterparts at 31.25%. Additionally, 31.25% of the those who remained beyond 4 months were from female staff who chose not to disclose their marital status.

The departure rates within four months of returning from maternity leave differed markedly with 33.3% of single women leaving, compared to 44.4% of married women. Furthermore, 22.2% of the departures within this period involved women who did not specify their marital status. Notably, all the female staff who did not return to work post-maternity leave were identified as single.

12.4. Maternity and age

In 2023-24, female staff aged 35 to 44 years (75%) were notably more likely to return from maternity leave and remain employed for longer than four months, compared with their younger counterparts aged 25 to 34 years (25%). The highest rate of departures within four months post-maternity leave was observed among the 25 to 34 age group (77.8%),. All instances of female staff not returning from maternity leave involved those aged 25 to 34 years.

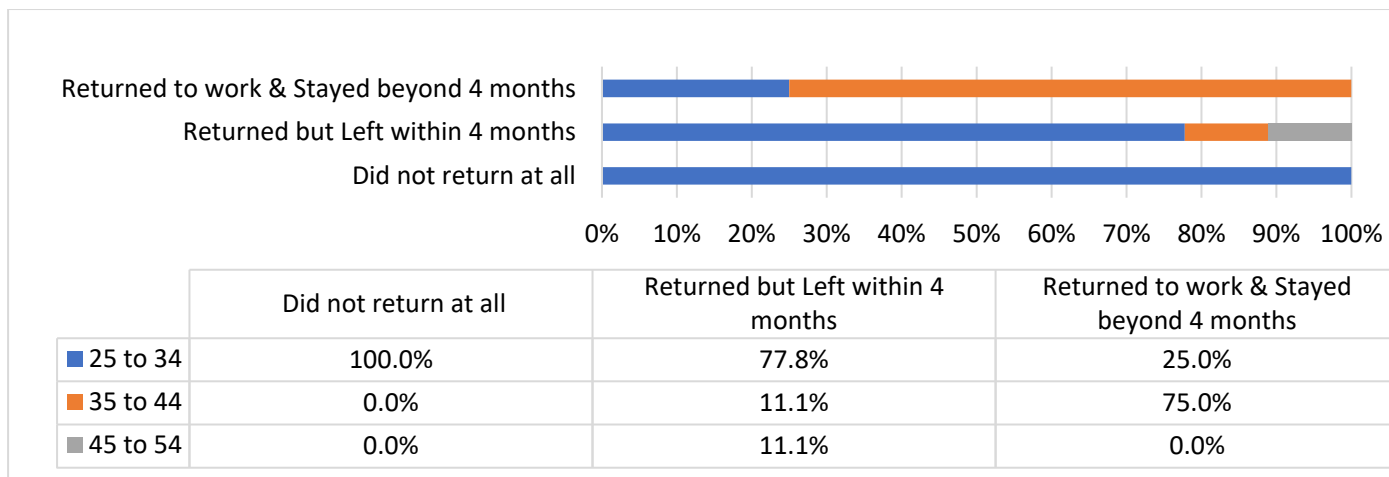


Figure 39 Maternity returners 2023-24

12.5. Maternity and religion and belief

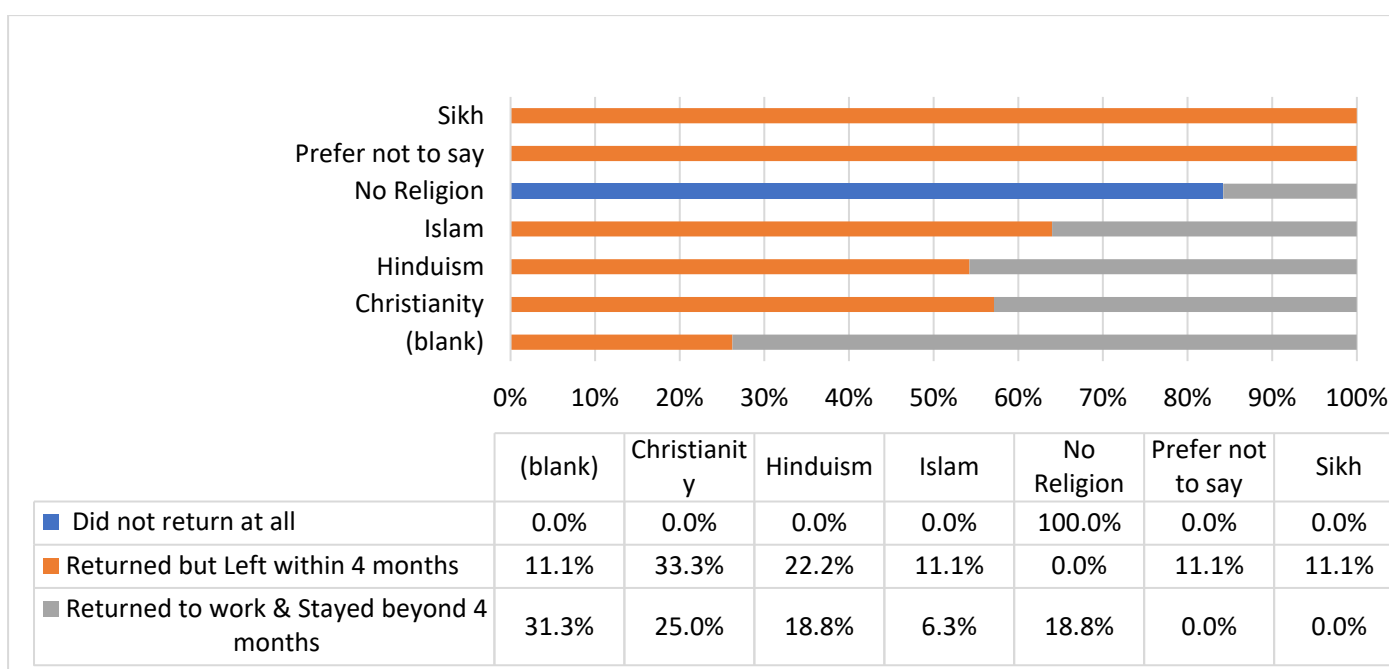


Figure 40 Maternity returners 2023-24

Among the staff who resumed work post-maternity leave and stayed beyond four months, 31.3% did not disclose their religious affiliation. In contrast, 25% identified as Christian, and 18.8% for each of Hinduism and No Religion

For those who returned but left within four months, the majority, 33.3%, were Christian. This was followed by equal proportions (11.1%) of staff affiliating with Islam, Hinduism, Sikhism, those identifying with no religion and those who did not complete this information.

Notably, all the staff members who did not return to work post-maternity leave identified as having no religious affiliation.

12.6. Maternity and LGBTQIA+

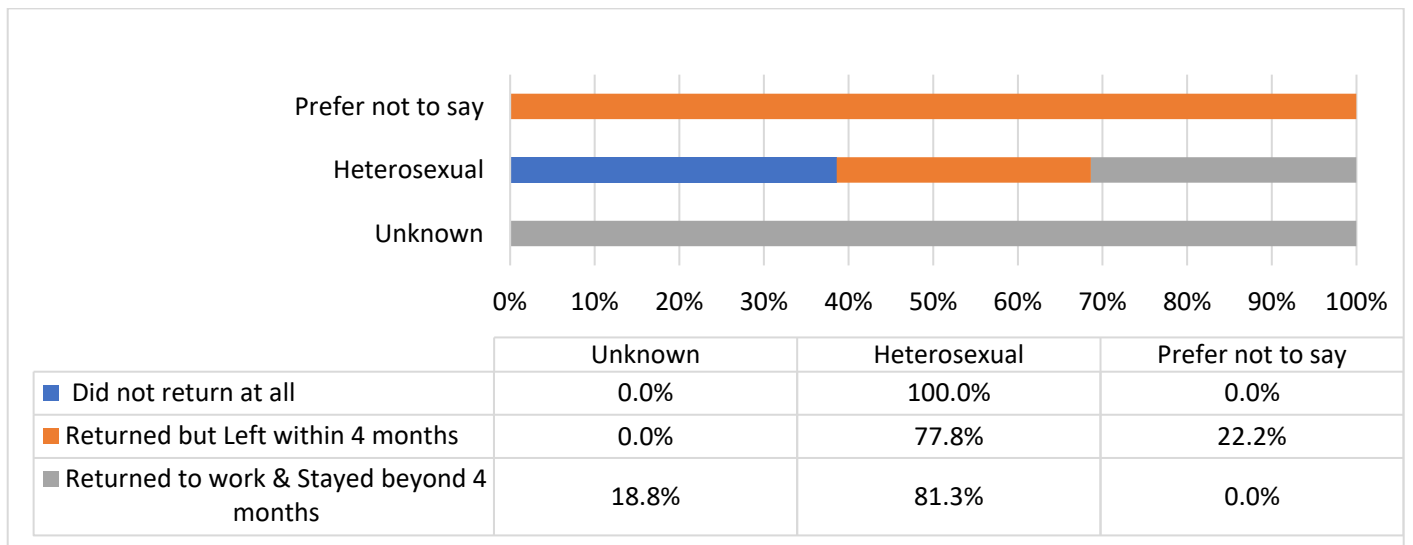


Figure 41 Maternity returners: Sexual orientation 2022-23

Among the staff who returned to work and remained for more than four months, 81.3% identified as heterosexual, 18.8% did not disclose their sexual orientation, and 2.9% chose not to specify.

Those who returned to work but departed within four months were 77.8% heterosexual and 22.2% of them preferred not to disclose their sexual orientation. All those staff members who did not return at all, exclusively identified as heterosexual.

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